PSYCHLINGO

EXPLORING ENGLISH THROUGH PSYCHOLOGY

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Don't be afraid to reach out

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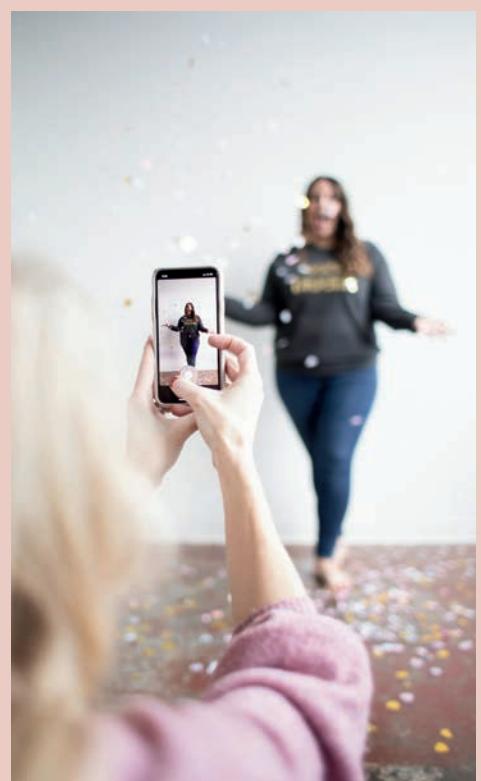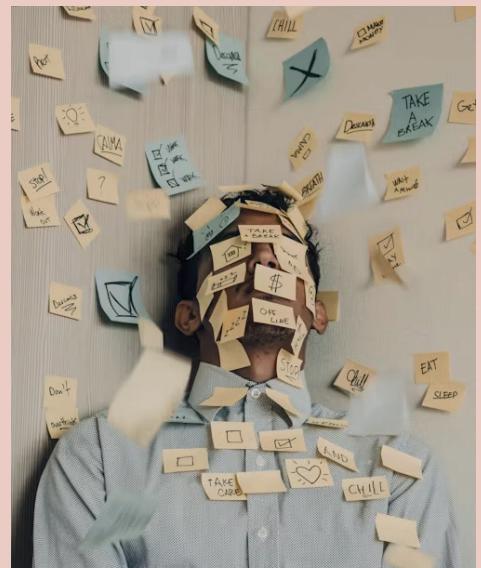
Letter from the Editor

Dear Readers,

Welcome again when everything has blossomed. This month, we got a bit curious about business, a relatively new domain within psychology. Business psychology, one could say, stems from social psychology. As highlighted in this issue, business is not only about business but also about people. We create it, and as consumers, we shape the market. However, there comes a point where it may, in turn, shape us.

What exactly is the role of psychology in business, and what is the role of people in business? What are the rules, and what has changed? These and many other questions come to mind when thinking about it. We weren't sure if we had enough knowledge, so we sought guidance from people more knowledgeable in this field. We want to thank the Business Psychology Student Club at SWPS University for their support and sharing of knowledge. Moreover, we express our heartfelt appreciation to Marek Rostocki, Editor-in-Chief at Poltext and MT Biznes, who gave us insights into the world of business books, its difficulties, and what it is all about.

As you may have noticed, we sometimes deviate slightly from our main topic to explore related areas. In this issue, we also cover topics like influencers, entrepreneurship, and a few others. We hope it makes this issue even more interesting and universal.
In closing, I want to thank the team for their hard work and dedication.

SEND

Jan Golicki

Editor-in-Chief

A Guide to Business Psychology

The Devil Is in the... Practice

By Joanna Łukasiewicz

This issue of *Psychlingo* revolves around business psychology. I've decided to write a quick guide to this topic. I thought it'd make it easier for you to understand more complex issues featured in other articles, even if you have never been an enthusiast of it or were not aware of its existence. Shall we begin?

We define psychology as scientific research of human behaviour and mental processes. Business can be defined as a commercial activity of a company or something someone does for a living (Wordnik, n.d.). Now that you know how to define both business and psychology, you'll be able to admit that the term "business psychology" is self-explanatory. This branch of our beloved discipline is dedicated to the research of people and organisations. It is supposed to make an improvement in a working life using advanced business techniques and discoveries from the field of psychology and even neuroscience (Franklin University, n.d.).

Improvement is a complex topic that includes, for example, increasing the productivity of the individuals working for the company, understanding them better, and aligning their needs. In general, the professional is supposed to help establish a healthy, mutually beneficial and productive relationship between people and an organisation (The Association for Business Psychology, n.d.).

Business psychology is an applied science, so let's move from theory to practice. What does this kind of psychologist do for the company that hires them? Usually, they work in the following way: they advise, diagnose, design and then evaluate. Their advice is much needed because they can give an unbiased opinion on an issue that is a menace to the functioning of a business. They can play a role in both solving minor misunderstandings and suggesting significant improvements. If you've ever worked, you may agree that there is no better place for cognitive psychology research than a workplace.

People do not live in an environment that is the same for everyone, where they just react to stimuli.
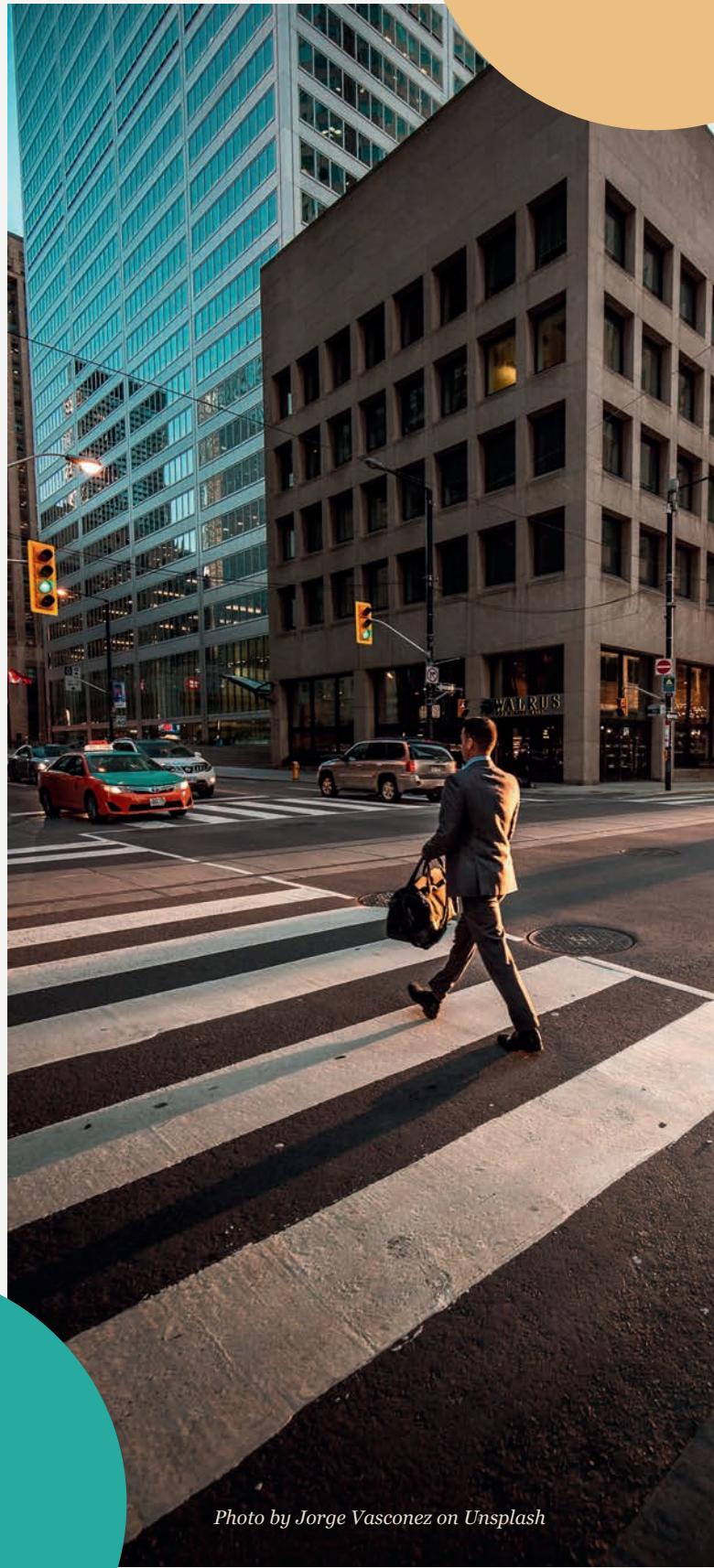
Photo by Jorge Vasconez on Unsplash

We react to our own interpretation of the surroundings. Emotions and tiredness during a long shift, a bit of resentment among colleagues or just regular gossip and there we have it – a problem and, unfortunately, a scratch on the surface of a relationship. Something HAS to go wrong from time to time and business psychology should help in such cases. Another way in which a business psychologist can help is through diagnosis. It is an investigation of human behaviour at work to make a company understand an employee better. Now that a psychologist knows that a problem is occurring in an organisation and they conducted research on it, they can design a solution. Then, a practitioner can deliver the solution. They should give someone the required tools to face the issue instead of taking the matters into their own hands. It reminds me of a quote, "Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime." In this case, an employee is able to learn from their experience and use the tools in the future. Last but not least – evaluation. Evaluation is simply a demonstration of evidence in favour of this solution – we want to know what worked and whether or not we achieved the result you intended (The Association for Business Psychology, n.d.).

Business psychology plays a role in the client-employee relationship as well. Marketing professionals make use of business psychology to identify potential clients. The acquired understanding of a consumer's behaviour lets them develop an accurate messaging and a campaign motivating a consumer to choose the product or service they advertise. They are able to determine a demand for a commodity and suggest its pricing. Obviously, your actions as a consumer are monitored, researched and evaluated (Franklin University, n.d.).

I've come across numerous articles where writers praise business psychology, but to be honest, not a single one has convinced me.

From (not only) my work experience, this branch of my future field is taken deadpan and selectively only by those occupying managerial positions and those higher in the hierarchy. I think they might pray to productivity when nobody watches them. They care about business psychology only when it comes to increasing sales and making an impact on a client. At the end of the day, you, me, a man on the street or someone close to you are only a motivated and smiling number, making a slightly bigger number. The way I see things, we face the struggles fuelled by our dreams, family and friends. A business psychologist is actually a grey eminence working on implementing the sugar-coated regime or convincing you that all that matters is a new product because (how dare you?) there is a pimple on your forehead.

All in all, business psychology works great in theory, but practitioners are in a fog right now, at least from my perspective.

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Glossary

commodity – an economic good such as a raw material, agricultural or mining product
deadpan – showing no emotion or expression
fuelled – stimulated
menace – a threat or danger
resentment – indignation towards someone, often due to unfair treatment or a perceived wrong
unbiased – not favouring one side over another

WORKAHOLISM

The Process of a Job Becoming an Addiction

By Julia Nowakowska

Photo by Kevin Ku on Unsplash

Workaholism, an addiction to work, is one of the most common phenomena nowadays. According to researchers, it affects approximately 27-30% of the population all around the world. But what is it all about? What are the differences between workaholics and people who just work hard? And, most importantly, what are the effects of this phenomenon? Trust me – it is more dangerous than you think.

What exactly does the term "workaholism" refer to?

The first man to use this term was Wayne E. Oates, an American psychologist. He described it in his 1971 book *Confessions of a Workaholic: The Facts About Work Addiction*. Some sources mention that the term appeared in the Toronto Daily Star newspaper in 1947. It was used as some kind of joke, with a punning allusion to Alcoholics Anonymous groups. Undoubtedly, the first one to describe the term "workaholism" was Oates. He defined it as "the compulsion or the uncontrollable need to work incessantly". Later, many researchers explained this term further, describing the conditions a person must meet to be called a workaholic. However, the simplest way to define a man struggling with this condition is "someone who works compulsively" or "a work addict".

What can cause this addiction?

While there are no officially recognised reasons connected to workaholism, as it is not an "approved" medical condition, we can summarise most of the studies by identifying some categories of causes.

First of all, **emotional causes** may be linked to low self-esteem – in this case, the belief of "not being enough". Then, the feeling of guilt and anxiety may occur. The second category, **behavioural and motivational causes**, is based on reinforcements such as financial benefits or higher social status – things that can lead workaholics to perceive themselves more positively. The last group of causes, **childhood and genetic causes**, might be (in my opinion) the source of all problems. Sometimes, parents' high expectations can lead to an overwhelming urge in a child to fulfil their expectations. Then, when a kid becomes an adult, the need for appreciation doesn't disappear; instead it shifts from home to work. What about genetic causes? Well, usually, workaholics are also perfectionists. According to studies (Iranzo-Tatay C, Gimeno-Clemente N, Barberá-Fons M, et al., 2015), perfectionism is likely to be inherited. So, if your parents are workaholics, then you better be careful.

What are the signs of workaholism, and how does it differ from just working hard?

How can you tell if somebody is a workaholic? Well, it's not that simple. Imagine having a difficult task with a tight deadline. It's completely normal to work harder, even at night or put in extra hours but only for some time. After the deadline, most people usually come back to their work routine and habits. But not workaholics – they continue to work more and more, even without a specific purpose. They just have a need to stay busy because when they are not, anxiety, guilt, and insecurity arise. As sad as it is, they base their self-esteem, value and importance on the time they spend working – and enough is never enough.

Can we diagnose a workaholic?

Fortunately, yes. There is an accepted medical community test called The Bergen Work Addiction Scale, which can be used to define if someone is a workaholic or not. The researchers of Bergen developed it basing on six criteria: **salience**, which refers to the level of being preoccupied with work; **mood modification**, defined as reducing stress level through work; **tolerance** – the ability to lengthen working hours while maintaining equally strong mood modification effects; **withdrawal** signifies the feelings of insecurity and anxiety when not working, which I mentioned before; **conflict** – sacrificing relationships or duties because of work, and **relapse** – negative consequences of working too much. The test contains seven statements, which you can answer using a scale from never (1) to always (5). You can access the test on the Internet. I have attached the QR code below, which also contains a website with it.

The effects of workaholism – they can be far worse than you think.

Work addiction may have detrimental effects, including a decline in job and life satisfaction, family and social struggles or health and eating problems. Is there something worse? Sadly, yes. There is a phenomenon called **karoshi**, a term derived from Japanese that translates as "overwork death". The most common causes of karoshi are heart attacks and strokes due to, for example, high levels of stress at work. The first karoshi case ever described was the death of a 29-year-old man in 1969. Since then, the number of reported incidents has continued to rise. In 2021, it reached an alarming number of more than 745,000 people. A group of lawyers

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and doctors created "karoshi hotlines", but the incidence of this type of death is expected to increase in the future. Interestingly, most calls to these hotlines were not made by the workers but by their wives or people close to them. Death from overwork is a serious issue that can be even more dangerous in the near future.

Treatment and prevention

What can you do when you suspect that you, or somebody close to you, might be a workaholic? Well, like with any other addiction, there are anonymous groups and programmes for people struggling with workaholism. Moreover, you can always try to focus on your work-life balance. There are a lot of exercises or templates on the Internet that can help you understand and control it better. But, if you find it difficult to handle on your own, consider going to psychotherapy. There are a lot of specialists who can guide you on the journey to finding your inner peace.

Most importantly, remember to take care of yourself and those closest to you. Acting fast may preserve mental and physical health or, in the worst-case scenario, even save a life.

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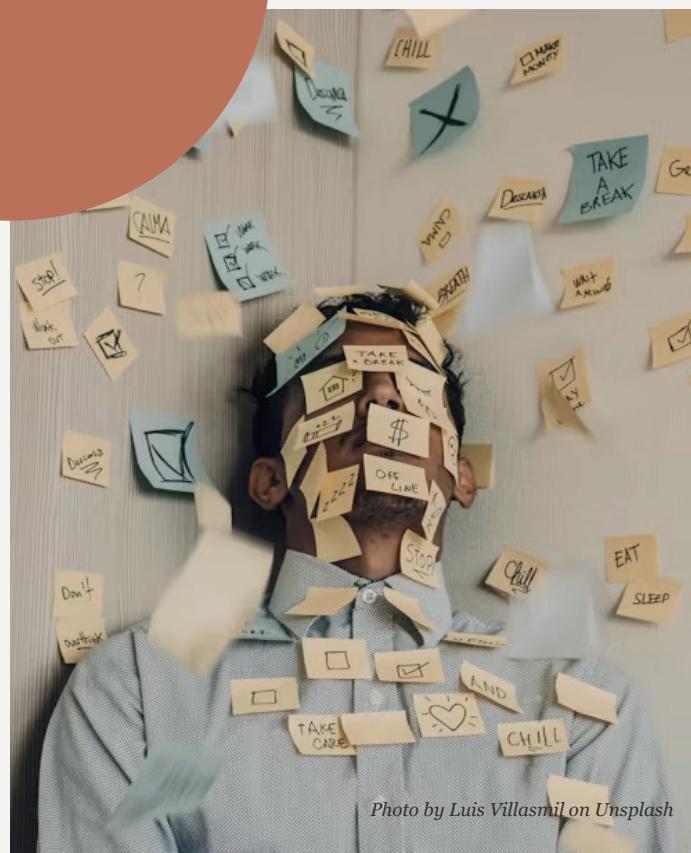
Scan and take a wokaholism test!

Glossary

compulsively – in a way that results from an irresistible urge
detrimental – causing harm or damage
incessantly – constantly
incidence – the frequency or rate at which something occurs
relapse – to return to a previous state after improvement or recovery
salience – the fact of being noticeable or important

Consumerism
The Modern Plague of Luxury

by Amelia Anielska-Mazur

"I shop, therefore I am" is a playful take on Descartes' "I think, therefore I am" by Benjamin Barber on the front cover story of "The American Conservative" in 2007. The phrase is a clever jab at modern-day plague – consumerism. It is at an all-time high these days. For all kinds of goods – clothes, food, technology, jewellery – it seems like there is no end to trends; people barely keep things for more than a season before buying the "next big thing". Let us have a look at this occurrence and analyse its roots in our psychology.

Before anything else, what exactly is consumerism? As defined by the Cambridge Dictionary, consumerism is "the situation where too much attention is given to buying and owning things, often things that are not really necessary". Nowadays, we are turning a blind eye to it. Concepts such as materialism (the belief that having money and material goods is the most important thing in life) and avarice (a strong wish to acquire or keep money or possessions) can be strongly connected with consumerism – especially in the case of yet another widely recognised concept, shopaholism. Being a shopaholic describes a person who enjoys shopping very much and does it often. The difference between an average customer and a shopaholic lies in the extent to which a person is willing to go in order to sustain their active consumption of goods. This leads me to another term – fast fashion, a phenomenon of cheaply producing large amounts of clothes and selling them at a low price so that people buy new clothes more often. Most notable examples of this are firms like "Shein" and online retail services "AliExpress" and "Temu". Frankly, all of this is a phenomenon that has emerged quite recently. Let us look at its roots.

Back in the day, communities would work with the premise of barter and trade – exchanging favours or goods. Everyone had a speciality, a unique contribution to the community. Effort was given, and effort came back.

The late 18th century transformed this dynamic. In the face of the Industrial Revolution, goods began to be produced rapidly, making them widely available to the general public. What happened next was the rise of advertisements in the late 19th and early 20th centuries. The tone shifted from solely informative to persuasive.

After World War II, economic growth and a desire for a better life highly stimulated consumerism in the coming decades. Nowadays, consumerism is growing at a worrying rate. The availability of products through the Internet at low prices and targeted advertising on social media encourage consumers to invest more. This system thrives on underpaid workers in large companies, which benefit from overseas consumers investing in cheaply made goods that are appealing to the general public. Trends are a driving force for these businesses, enabling them to quickly become relevant by offering affordable alternatives to popular merchandise. This model dehumanises the workers by making them work overtime, underpaid, with no perspective for a better life. It also has a tremendous impact on our planet.

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USE

LESS

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According to the United Nations Environment Programme (UNEP), the solid waste generation of 2.3 billion tonnes in 2023 is estimated to grow to over 3.8 billion tonnes by 2050. These are the kinds of numbers which we are not made to comprehend. A culture of fast fashion and consumerism contributes to factories polluting the Earth and propelling climate change at an alarming rate. This is all a result of the increasing greed of companies that exploit their workers and overseas consumers.

How does it happen that we are susceptible to consumerism? Psychology plays a much more significant part in it than you might think. The way a consumer – a person who buys goods – behaves is what matters most to businesses. Brands will adapt to the desires of their target audience by focusing on their motivations, emotions, social influence and cognitive biases. A consumer's motivations may include a desire for self-expression, status or FOMO, a fear of missing out. Emotions play a crucial role in a buyer's decision-making. They have been proven to be stronger than rational motivators. Marketing might aim to evoke positive emotions to persuade consumers to indulge in their products. When it comes to social influence, we as humans are strongly influenced by others, often leaning towards products recommended to us by our close ones. Cognitive biases are our mental notes contributing to our decision-making; an example is how we are more likely to invest in a product after seeing that it is on sale and, therefore, a bargain. Brands are aware of how easily our minds are influenced and develop strategies to impact specific groups and cater to their interests. By doing so, they heighten the likelihood of these target audiences becoming active buyers of their goods.

We also start spending sprees because of the pleasure we receive from acquiring new things. It can be compared to addiction (and may become one) when done to a worrying degree. A purchase releases dopamine, making us feel satisfied. Once enough time has passed, the new product becomes the norm, and the need to acquire another one washes over the consumer. Some people chase that "dopamine high" and end up becoming shopaholics. This behaviour is risky for the buyer yet favourable for the seller.

Becoming aware of the strategies used by brands to lure in consumers is the first step towards breaking free of the system. What else can be done?

Buy things of good quality

If you must invest in something, choose a durable product that will last. Resist the temptation to buy cheaply made goods – you will have to replace them more quickly than you think. While a durable product might be more expensive, it is a much better investment over time. Buying low-quality equivalents over and over proves to be more costly than investing in a single, durable product. It will save you money in the long run and provide you with a reliable item.

Some might recognise consumerism as a sign of a flourishing economy, but it is a vile phenomenon with which we must fight. It thoroughly impacts us as a society and our home planet, even if we do not recognise it on a daily basis. Let us work together towards a better future by utilising our belongings to their fullest, cultivating the habit of mending and fixing things before discarding them, and being aware of what we actively buy. Remember, there is always a way to reuse, reduce and recycle a product. Let us focus on making the world a better place by being aware of our purchases and cherishing the things we own!

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Reuse, reduce, recycle

Let us say you are having a day like any other, but suddenly, you notice your favourite jeans have torn. "Oh, man! My pants tore. I will have to throw them out and buy new ones", you might think. I kindly advise you to stop for a second and consider other options beforehand. Instead of throwing out those torn jeans, consider mending them – whether by hand or by bringing them to a tailor. This way, you do not have to bid goodbye to your beloved piece of clothing. How wonderful is that? But let us consider you are not interested in mending them, but would rather get a new pair. Another option for you is to get a new pair of jeans second-hand. You can do so by going to a second-hand shop or browsing for used clothes on dedicated websites and groups. This approach allows you not only to reduce waste but also to give products another life. Who knows, maybe you will find your next favourite pair of jeans!

Think about what you need

Another foolproof way to avoid falling into the consumerism trap is carefully considering what you actually need. Remember, a want is different from a need. Analyse your monthly expenses, identify necessities, and then consider which investments could be reduced. For example, whenever you are grocery shopping, consider if the amount of food you are buying is going to be utilised to its fullest or if it will end up mouldy in your fridge. Doing so will lessen the amount of wasted food and aid you in saving money. Shop smarter, not harder!

Glossary

avarice – extreme greed

barter – to exchange goods or services for other goods without using money

cater (to) – to provide what is wanted or needed

discard – to get rid of

evoke – to bring a feeling, a memory or an image into your mind

exploit – use unfairly

flourishing – growing strongly and vigorously

heighten – to increase

indulge (in) – to allow oneself to enjoy something which is considered luxurious or excessive

premise – an idea or theory on which a statement or action is based

propel – to drive or push something forward

spending spree – a period of excessive spending

susceptible (to) – likely or prone to being affected by something

sustain – to cause or allow something to continue for a period of time

vile – bad or unpleasant

wash over – to affect someone suddenly and profoundly

Why Are We Still Building Pyramids?

TECHNIQUES PYRAMID SCHEMES USE TO MANIPULATE

by Gabriela Gawłowska

Photo by Damir Kopezhanov on Unsplash

When we think of pyramids, we envision big structures standing proudly in the desert – wonderful architectural relics of the past, built with nothing but a human hand. We travel from distant lands to admire them, wondering just how the human mind could have conceived such marvels. One also might think that we stopped building them. However, that's not the case at all.

As it turns out, we're still building pyramids. They evolved from physical beings into company structures. On a daily basis, those structures are harmless to the "builders", but there are some instances where they turn into traps that ensnare people and manipulate them into partaking of what we know to be a pyramid scheme.

What is a Multi-Level Marketing and how is it different from a pyramid scheme?

To know what a pyramid scheme is, first we need to understand what Multi-Level Marketing is. According to the Federal Trade Commission, an MLM is "(a) businesses that involve selling products to family and friends and recruiting other people to do the same..." (Federal Trade Commission, 2022). The other synonyms used for this type of business are network marketing or direct marketing businesses. Thus, those companies are using techniques involving selling their products directly from person (whom we will refer to an independent "distributor" or "contractor") to person (a "retail" customer"). It's generally harmless and legitimate.

Then how is MLM different from a pyramid scheme? The FTC states: "If the MLM is not a pyramid scheme, it will pay you based on your sales to retail customers, without having to recruit new distributors." (Federal Trade Commission, 2022). Despite looking similar to legitimate MLM companies, the difference lies in details. Pyramid schemes are scams. They pay their distributors based on the number of recruitments, not on how many products they sell.

Photo by LYCS Architecture on Unsplash
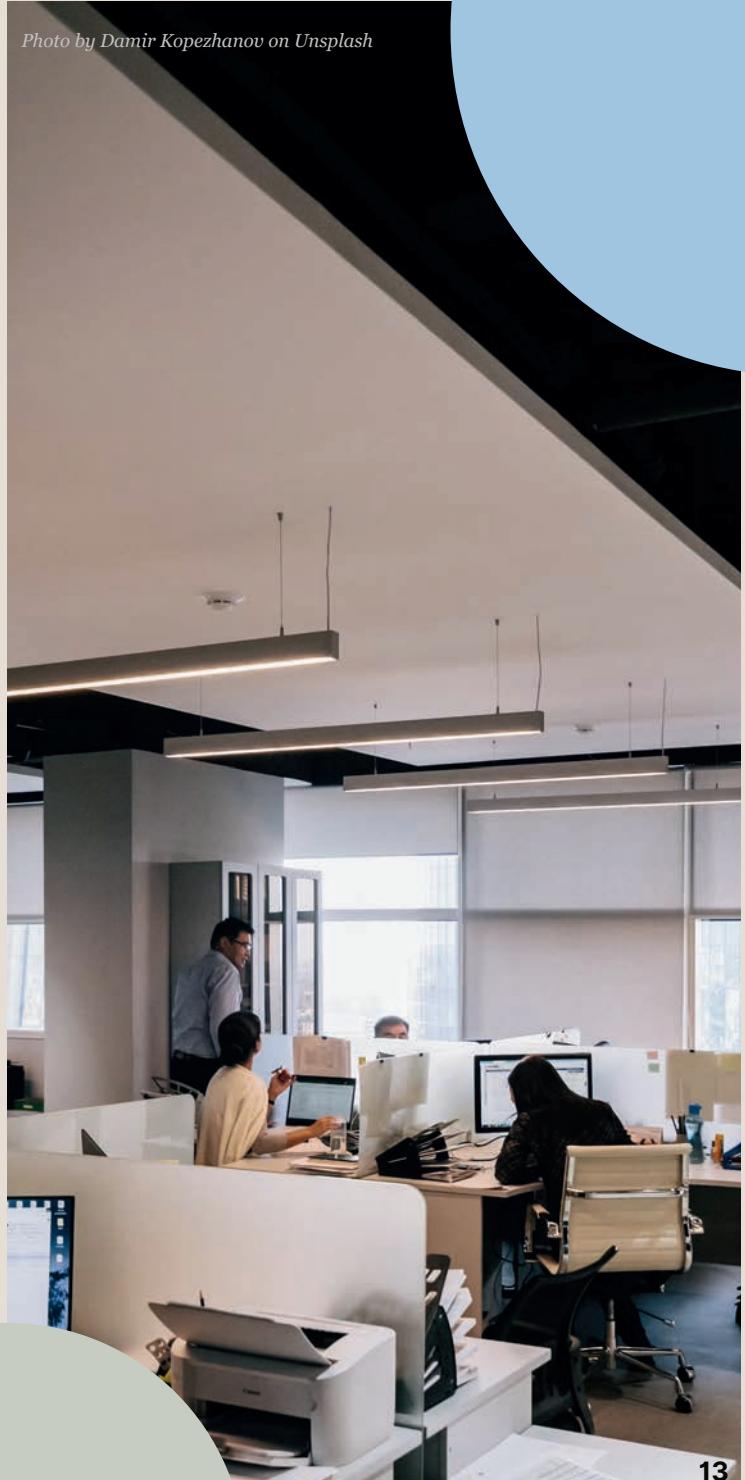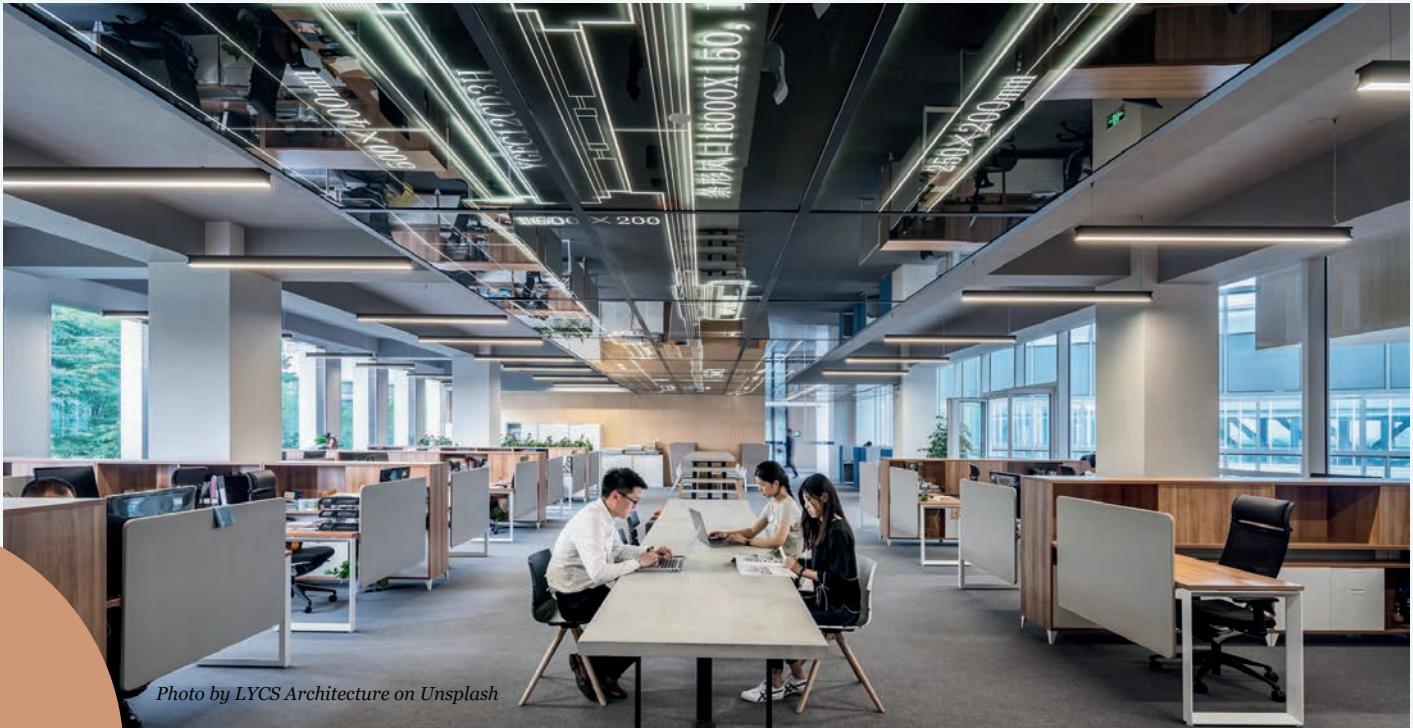
If, hypothetically, you were to join a pyramid scheme, you would first notice that you aren't taught about the product itself. But what you would notice is that you are immediately swarmed with information on the tactics of recruitment. That's because you are expected from your higher-ups and taught by them how to recruit all sorts of people. Starting from pitching your idea to your family and the people you more or less know – which is called warm marketing and ending with total strangers – which is cold marketing.

What techniques do such schemes use to recruit people to join?

For starters, you'll be met with **love bombing**. "Love bombing is a form of manipulation, which narcissists and other toxic people often use. It involves using extravagant gestures and displays of affection very early in the relationship to gain power and control." (Borresen, 2018). From the initial interaction with the distributor, you will be drowned in the warm gestures, affection and encouragement to make "the right choice". They won't hold back at all and use everything in their arsenal to get to you. They will want to make you feel like you belong with them, and they are there to warmly welcome you with open arms. With those "affections" will come a usual rags-to-riches story to convince you to join their scheme.

Deception is a big part of the pitch. From making claims about their high income, which are often untrue, to assuring that their products can perform miracles for your health! Unfortunately, even if the distributor pitch is made out of false claims and usually breaks the company terms and service of use, the company itself usually won't do anything about it.

Guilt-tripping. This technique is often used to encourage you to stay in a pyramid scheme after you have joined it. Suddenly, all those promises of high income, lots of free time, and more don't align with reality. You are stuck in a vicious circle where you are constantly exploited and manipulated into believing that it's your fault that you don't earn enough money because you aren't working hard enough and recruiting too few people. In the end, the blame for your "failure" will be put on you.

How are you targeted?

You will most likely be targeted through social media. While scrolling through the deep depths of contents, there is a high possibility that, at some point, you might stumble upon a video promoting being part of a "network marketing". This content is usually filled with slogans stating that it's a quick way to earn money, have a high monthly income, work from home and promise you'll have more free time (especially for your family). Those are just some of the many statements that usually turn out to be untrue.

Distributors aren't hesitant to send you private messages and personalised emails, or host Q&A sessions on their accounts to share information about their company.

So, be on the lookout and assess the content you are viewing.
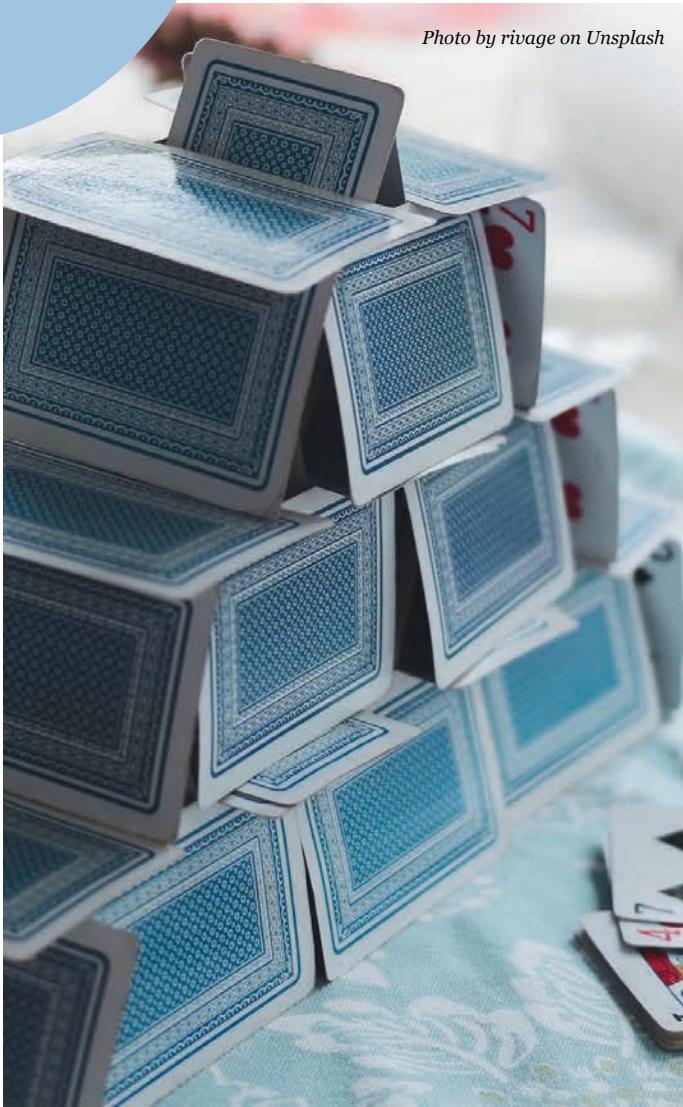
Photo by rivage on Unsplash

Recommendation

If you're interested in this topic and want to find out more, I sincerely recommend two YouTube channels that spread awareness about the dangers of MLM that are scams and share stories of people who came in contact with it: Hannah Alonzo and CC Suarez. In my opinion, they're both amazing content creators worth checking out.

Hannah Alonzo

CC Suarez

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How can I avoid falling into the scheme?

According to the FTC and other sources, mainly be on the lookout for:
1. a company that focuses primarily on recruitment instead of selling the product;
2. high-income claims;
3. a lack of information about the product;
4. a company which doesn't have a physical address or contact information.

At the end...

We need to remember that those independent distributors partaking in the pyramid schemes are just as much victims as predators. They were also manipulated and continuously led to believe that what they were doing was work like any other and that they had a chance for a better life for themselves and their family. If we encounter those people online, it is recommended not to attack them, especially by sending them hateful messages accusing them of being in a scheme. It would only prolong their stay there. Before acting, we should be understanding and take a peaceful approach, fully supported by facts and research.

Glossary

ensnare – to catch in a trap from which there is no escape

higher-up – a person who holds a position of authority in an organisation

pitch (n) – a speech or presentation that tries to persuade someone to buy a product; **(v)** – to try to sell a product

vicious circle – a situation when one problem causes another problem that then makes the first problem worse

stumble (upon) – to find or discover something by chance

swarmed (by) – to be surrounded or overwhelmed by something

affection – a feeling of fondness, care, or love

The Psychology Behind Influencing

The Rise of Influencers and Parasocial Relationships

By Karolina Tomczak

According to Morning Consult's 2023 study, almost 60% of Gen Z would switch jobs to be influencers if given the opportunity. The same study shows that the trust in influencers grew from 51% in 2019 to 61% (Morning Consult, n.d.). In 2022, the number of social media users reached 4.59 billion, resulting in influencer marketing becoming the fastest-growing marketing technique (GRIN, n.d.). Marketing experts suggest that this particular form of advertising offers more promising results than traditional TV or radio advertisements. Many may wonder what exactly an influencer does and how they can effectively advertise something.

The rise of content creators and influencer marketing

The 2000s were the era of YouTube, where YouTubers quickly gained popularity by posting videos. You could post everything from lifestyle vlogs, makeup tutorials to cooking guides and many more. As social media platforms like Snapchat, Instagram, and TikTok (formerly Musical.ly) gained popularity in the 2010s, content creators found it easy to expand their reach. It allowed you to make your posts short, simplified and more casual. These platforms made it easier to "blow up" (gain a large following in a short period of time). People started showing off their lives on Instagram or Snapchat, making dance videos on TikTok and waking up to suddenly a huge following. That is where the term "content creator" emerged. The Cambridge Dictionary defines a content creator as "someone who creates content (video, images, writing, etc.) for the Internet, especially for a social media website" (Cambridge Dictionary, "Content Creator"). Quickly, content creators began accepting brand deals from various companies, leading to the rise of influencer marketing. An influencer is a "person who is paid by a company to show and describe its products and services on social media, encouraging other people to buy them" (Cambridge Dictionary, "Influencer").

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Online "friends"

Content creators often have their special, dedicated following. We watch these individuals for specific reasons. Perhaps we are interested in their frequent story-times, or we relate to them. Another reason could be our interest in the particular niche they discuss, such as classic movies or true crime podcasts. After watching them for a while, we start to feel connected to them. Influencers often create their following to mimic genuine relationships. The key to building trust is making your viewers feel like they are your friends and family. YouTubers often address their followers as "our small YouTube family" or state that they treat them as "friends". Why wouldn't you buy something that your "friend" recommends?

Parasocial relationships

In my opinion, in order to understand the efficacy of influencer marketing, we need to delve into the topic of parasocial relationships. According to *www.findapsychologist.org*, parasocial relationships are "one-sided relationships, where one person extends emotional energy, interest and time, and the other party, the persona, is completely unaware of the other's existence" (Find a Psychologist, n.d.). This concept has been especially mastered by celebrities, providing fans with an artificial sense of knowing their favourite star quite well. As social beings, we instinctively look for true, fulfilling connections, which can lead us to form bonds with someone, for example, through their music, even if we are aware that the artist doesn't even phantom our existence. But what is this rational feeling compared to following our star for a few years, watching every vlog or knowing every album by heart? Fans and followers play a significant role in building the empire, especially when artists/content creators frequently acknowledge their support with statements like, "I couldn't do this without you guys!" As a result, the fanbase starts to feel proud of their idols and emotionally invested in their journey. (Vice, 2023). However, is there a magic crossing line where idols become such an integral part of people's identity that it becomes pathological?

Over-identification

When the fan-idol relationship expands beyond simple fun and interest, problems might occur. Sometimes, followers can identify with their beloved too much. Every so often, we see someone flooded with merchandise, going to every concert or knowing the names of their idol's second cousin (of course, from the mother's side). At this stage, what began as interest may become an obsession. Emotions surrounding the star may start to resemble those expressed in true relationships. "The feelings of attachment can become so real that they may suffer from feelings of loss and betrayal when their idols do things that they don't particularly like, or break the illusion of their relationship." (Vice, 2023). Unfortunately, these fans are often the most willing to support their icon through everything. They buy merchandise or support side projects. In this obsession, they are prepared to defend the star through thick and thin, remaining loyal no matter what.

Conclusion and thoughts

The line between a dedicated fan and an obsessed one isn't thin. The latter represents a minority. It certainly doesn't mean that being a fan of someone is bad or dangerous. Especially kids tend to be invested in the lives of their favourite celebrities, but they typically grow out of it. Mature people can and should rationally distinguish the bond with their idolised star from a real relationship.

Consumer regulations have also responded to the rise of influencer marketing. Now, content creators promoting a brand should always label advertisements. Consumers can feel safer knowing which post is an advert. It's good to know that there are institutions dedicated to ensuring that influence marketing is conducted in an honest manner. However, the safest way to purchase is to conduct research and seek out second opinions or professional reviews. In this day and age, it's important to be a rational consumer and not believe everything found on the Internet.

Glossary

through thick and thin – staying loyal and supportive during both good and bad times
distinguish – to recognise differences between two or more things
following – a group of supporters or admirers
niche – a specialised segment of the market for a particular kind of product or service
customise – to modify something to suit the preferences of a particular individual

Women's Entrepreneurship

And Why Should You Care About it?

By Dominika Kamińska

A member of the Business Psychology Student Club at SWPS University

Women's entrepreneurship is a dynamic yet complex phenomenon. Its development is influenced by a few contexts: economic, cultural and psychological.

From an economic perspective, entrepreneurship is understood as a function of the individual entrepreneur or, in this work's context, the individual female entrepreneur. The terms "entrepreneur" and "female entrepreneur" are derived from the French language. The term "entrepreneur(e)" began to be used as early as the 14th century. In contrast, the first research into the phenomenon began in the late 17th and early 18th centuries. The author was the Irish-French economist Richard Cantillon, an icon of classical economics. Cantillon first defined the term in his *Essai sur la Nature du Commerce en Général*, or *Essay on the Nature of Trade*. Cantillon considered the entrepreneur a risk-taker who deliberately allocates resources to exploit opportunities to maximise financial return. Cantillon emphasised the entrepreneur's willingness to take risks and deal with uncertainty, drawing attention to the entrepreneur's function and distinguishing it from the owner who provided the money.

Although interest in entrepreneurship is growing, there is no clear definition. It can be characterised as the process of creating something new, such as a company or product. Another proposal is that it manifests the characteristics of entrepreneurs, such as a willingness to take risks or flexibility, among others. Another way of putting it is innovation and the implementation of novel ideas. It can also be a mode of management related to the efficient management of resources at one's disposal and the appropriate adaptation of strategy to prevailing market conditions.
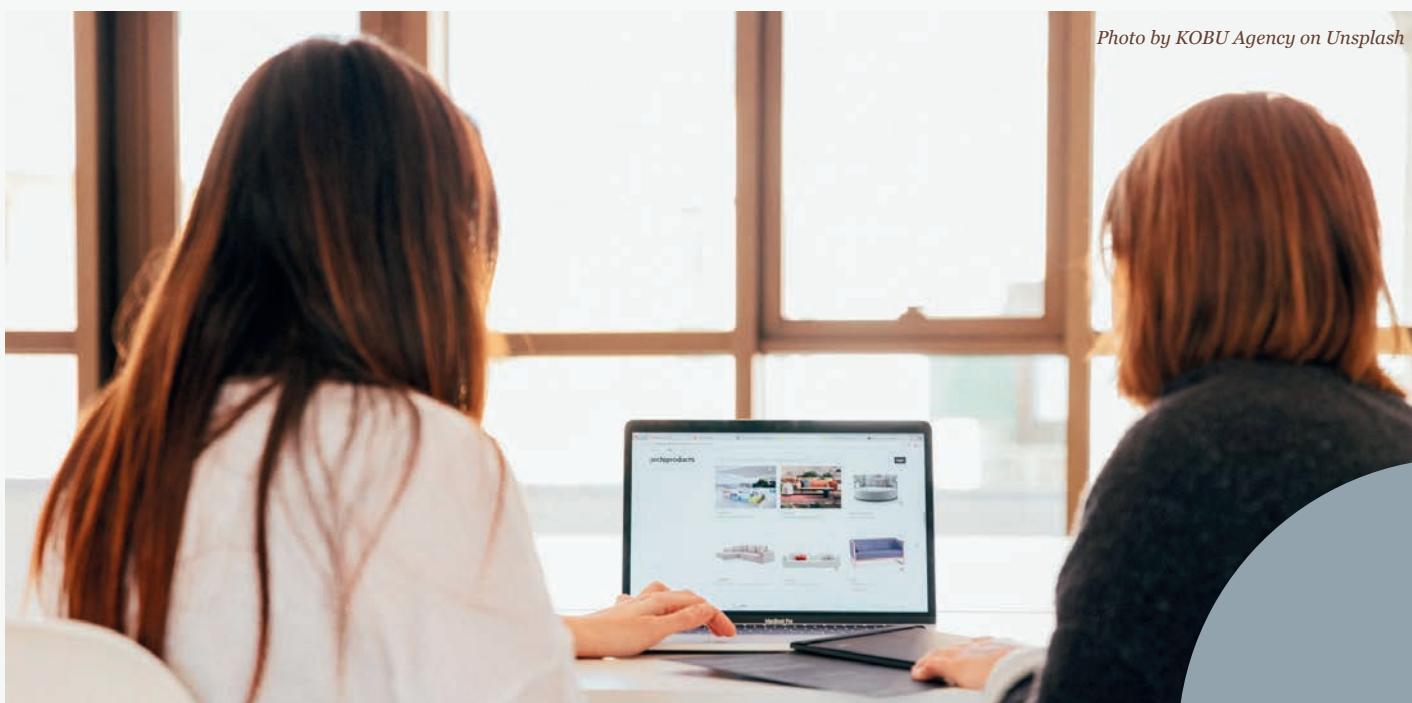
An economic perspective indicates that entrepreneurship is a rare yet crucial characteristic for the development of an economic system. Countries that support entrepreneurship among their citizens are experiencing rapid economic growth. We can, therefore, argue that supporting women's entrepreneurial potential is a source of increased prosperity on a global scale. We can, therefore, argue that it is essential for the development of the economy, from an economic standpoint, to promote women's entrepreneurship and increase their market presence.

In contrast, consideration of the cultural context of women's entrepreneurship is much more complex. For centuries, the tradition of the patriarchal social order has relegated women mainly to roles as mothers and wives. Fulfilling ambitions beyond these roles often invited criticism and judgment. Therefore, activating women in the labour market was an unwelcome social construct. The man was the main person responsible for looking after the family's welfare. A major change occurred in the 1990s. The emancipation of women contributed to changes in the labour market. During the political transformation in Poland, the fastest growth rate in enterprises set up by women could be observed. It was at this time that feminised workplaces were closing down, so unemployment affected many women. This phenomenon resulted in a huge professional mobilisation of women, and throughout the transformation period, there were relatively more self-employed women than men.

A review of literature on the subject and statistical data indicate that women's entrepreneurship has contributed to economic growth. This is due to the creation of new, innovative products and the creation of more jobs. The increasing number of women in business shows that women display entrepreneurial qualities.

As a result, social and institutional barriers to professional equality have begun to be challenged.

In Europe alone, the female entrepreneurship rate in Poland (including the self-employment rate) has remained one of the highest for years. The literature on the subject indicates that the high entrepreneurial activity of Polish women has been influenced by a sense of joint responsibility for the family's economic well-being and a desire to seek high income and self-fulfilment in business.

The level of professional activity of Polish women compared to other EU countries according to a comparative analysis by the CSO (2004) showed the following conclusions: The female labour force participation rate in Poland is slightly higher than the average labour force participation rate for women in the European Union countries. In the European Union countries, the female unemployment rate is lower than in Poland. As in other European Union countries, in Poland the level of unemployment among women was higher than that among men. However, Polish women were more often at risk of long-term unemployment than men. In EU countries, it was men who were more often at risk of long-term unemployment.

According to data (CSO 2004), in 2003, the unemployment rate among women in Poland was higher than that among men (20.3% women compared to 18.4% men). Between 1960 and 1970, there was an increase in women's employment. It has been in decline since then. Although there was an increase in female employment in 1999, it was almost immediately followed by a wave of decline (CSO 2004). In 1999, as the labour market gradually decreased and unemployment rose, women's labour force participation started to be criticised.

And how is gender equality in Poland at present? Women are actively demanding their rights. In recent years, we have seen a trend towards creating foundations and organisations whose main aim is to support women in their pursuit of entrepreneurship and promote financial education. However, the phenomenon of the glass ceiling is still being felt. According to data from the European Institute for Gender Equality, women in Poland account for only 26.3% of board members in the largest listed companies, compared to the European average of 34%. Slightly more optimistic figures can be seen in the category of women in managerial and executive positions. Poland performs very well there compared to the European Union. Eurostat data shows that 43 per cent of managerial positions in Poland are occupied by women, which gives us an honourable second place on the list of countries where the ratio is closest to 50:50 (the EU average is 34,7%).

Given the above data and rationale, we are on the right track towards development and equality, but many challenges still await us. Government action and public attitudes will play a huge role in promoting entrepreneurship among women. The benefits of the increasing role of women in business affect the economy. So, supporting this phenomenon is a win-win situation, regardless of whether or not one is interested in it.

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Glossary

allocate – distribute for a particular purpose
display – show, exhibit
glass ceiling – an invisible barrier that prevents certain groups (e.g. women or minorities) from rising to higher positions in organisations
in decline – to grow smaller, diminish
listed company – a company whose shares can be traded on the stock market
novel – new, original
relegate – to assign (someone or something) to a lower position

Photo by Daria Pimkina on Unsplash

BURNOUT

When Work Becomes a Tiresome Burden

By Daria Fruń

Work is a major part of almost every person's life. It greatly influences one's general well-being. Finding satisfaction in one's professional achievements not only contributes to contentment and alleviates job-related stress, but is also a stepping stone in creating a better work-life balance. By reducing worry and stress, a person is more inclined to focus on other aspects of their lives. On the other hand, persistent stress stemming from dissatisfaction and weariness with one's job may serve as the beginning of a phenomenon known as occupational burnout.

It is not recognised as a medical condition, although it is included in ICD-11, defined as follows in the chapter titled "Factors influencing health status or contact with health services":

"Burnout is a syndrome conceptualised as resulting from chronic workplace stress that has not been successfully managed. It is characterised by three dimensions:
- feelings of energy depletion or exhaustion;
- increased mental distance from one's job, or feelings of negativism or cynicism related to one's job;
- reduced professional efficacy.

Burnout refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life."


Photo by Nubelson Fernandes on Unsplash

While depression and burnout share some of the symptoms, they are two distinctively separate conditions. They might, however, influence each other and be each other's risk factors – people suffering from depression may be more susceptible to stress and less likely to productively cope with it, while people overwhelmed with job-related stress may be prone to neglecting other areas of personal life.

Is there a way to control burnout? Well, no, but also yes. There is no foolproof method of stopping burnout from happening, and there will always be things beyond our control in the workplace. There are, however, ways of managing the stress created by said workplace that can significantly lessen the likelihood of it developing into a long-lasting issue.

Glossary

alleviate – to ease or lessen a problem or pain
chronic – persisting over a long period of time
depletion – the reduction of something by a large amount
efficacy – effectiveness
foolproof – designed or arranged in a way that prevents mistakes or misuse
prone (to) – having a tendency or inclination towards something

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Social Media Market

By Martyna Lekan

Ways to Buy Your Attention and Keep it Forever

Have you ever experienced this unsettling feeling when you are advertised something that you just thought or talked about? It's a weird sensation of being watched or "followed", perhaps even listened to. Or maybe you have felt physically unable to stop scrolling and turn off that social media app? Almost like being glued or sucked into the void of endless videos, memes, and pointless internet discussions.

If so, you would not be wrong… not so literally, though. With no intention to scare anybody, you are indeed being listened to, followed and then targeted accordingly. However, it's not akin to the science fiction or action movie tropes of bugs hidden in every corner of your house, FBI agents watching you through the cameras of your devices or secret detectives trailing your every move. It's much simpler, yet it might make us uncomfortable with the sole idea of privacy and free will violation. It is all about the smart use of a highly effective combination: users' ignorance of dozens of policies they "willingly" accept every day, often unaware of their contents and specialised algorithms capable of learning and adapting to the data they receive.

Once very diverse, all social media have undergone rapid and specific evolution in one common direction. It's no coincidence we've started noticing so many apps adopting strikingly similar features as they copy successful functions from one another until one uniform formula for success has been found. The infinite scroll trap, as I think is the most appropriate term to describe it, makes it irresistible to keep watching, and watching, and watching some more – just one more video and 5 minutes more. Then suddenly, you "wake up" after hours of scrolling without even realising it.

Algorithms work for us and against us

The volume of data collected by the algorithms built into these apps every single second is incomprehensible to the human mind. The data includes various details about the videos you watch, such as the duration, the frequency of watching, the content, the commonly used phrases, the creator, whether you follow them, whether you liked or shared the video or commented on it, what you commented, what you search for, what you come back to, what you save for later, which topics you spend the most time and much more. All that information is used to build an incomparably personalised profile of your interests, as unique as a fingerprint and perfectly suited to your needs. And it's deadly effective. The apps think for you; there's no decision fatigue and no boring and irrelevant content. Everything you like is already there, so there's no reason to search. It removes the cognitive effort required for other forms of entertainment. While books and films necessitate sustained focus and involvement, TikTok does not. It feeds its users with dopamine-inducing content, which is almost always short-form, flashy, and satisfying, one after another, indefinitely (more on that later in "Dopamine like a drug"). The attention span needed for those videos is very limited, making them effortless to digest before moving on to another. It doesn't provoke you to step back and think for a moment, contemplate, agree or disagree, research what is not clear, or discuss it with other people. Everything you need to know is already in that one-minute video tailored to your views and interests. There's nothing to disagree with if only your side of the story is presented. What's most important is that the cascade of videos NEVER ends. You could scroll for years and would not reach "the end". This endless stream of content keeps you glued to the app and doesn't give you a reason to leave.

Communities and social interactions

There is also no barrier to entry. No app will make its contents accessible only to specific groups of people with specialised knowledge because it's not financially beneficial. But don't you worry; thousands of these,

sometimes oddly specific, groups exist within the apps themselves and gather like-minded users to interact only after making sure their content aligns with their interests. These micro subcultures attract individuals with very niche interests and a longing for a sense of belonging. If you have no friends in the real world to share your unpopular hobby with, there are dozens online who would love to chat about it. It can also contribute to the growing problem of parasocial relationships. People can start to feel attached to internet personas. Spending long hours consuming their content, which you can relate to, can inevitably lead to forming some kind of bond. These feelings cannot be reciprocated when you are just one of the thousands of followers, but on the other hand, it's just that one person. This disparity may lead not only to unhealthy attachment, which keeps you coming back to the app but also to very real loneliness. Online "communities" may seem like a bandaid for feeling lonely, but like a real bandaid, it's only a superficial solution and deep down, there is an open wound that can only heal through a long-term, stable connection with real people around you. Isolation has become a generational and global problem, especially during the pandemic, and even now, after four years, some people were unable to reenter the social space and were left with these apparent "tribes". Social media apps have only gained benefits since then.

Photo by Vonecia Carswell on Unsplash

It's important to understand why I put these words in quotation marks. As uncomfortable as it may be to hear, Internet versions of communities will never live up to the standard of a genuine close-knit group like neighbours, school friends, colleagues, or a best friend that lives a few kilometres away. These still-existing communities are beginning to wither away, losing their power to bring people together. Well, how could they possibly compete against such picture-perfect people out there somewhere on the internet? You don't even have to leave your couch to interact with them. And that is exactly why they rob you of truly fulfilling relationships. They are easier, more catchy, and more desirable (especially when people on TikTok tell you every single one of your friends is "toxic" and a walking "red flag"). Mark Zuckerberg, the founder of Facebook, claimed that his social media mission aimed to address the community crisis. This bold statement is very ambitious indeed but also largely missed. Social media, in reality, contribute to further isolation and feed the idea of individualism (which is perfectly displayed in the evergreen trend of living a life like a "main character", deriving this concept from games and films, where the said main character is the most important and interesting person in the story). They benefit from you lying in your bed all day, interacting with creations that people present themselves as, whom you forget about when you turn the phone off or go back to scrolling mindlessly. You are the "main character" anyway, remember? It becomes less and less obvious that this story includes many of those characters, over eight billion to be exact. Yet, we gradually drift away from one another and cave into our individual bubbles, putting ourselves first and everyone else aside.

Our parents had TV, we have TikTok

I think it is worth noting that the idea of "mindless" watching isn't new, nor is it exclusive to younger generations. If we look back in time, we can observe a pretty similar occurrence, but with different technology. Just 20 years ago, television was still a major form of entertainment at home and a primary source of daily news. Nowadays, the same thing is achieved through social media, undoubtedly serving an important purpose. I would even argue that it may be more valuable than TV, especially back then. Now, information availability is higher than ever, and everyone is able to find multiple perspectives on a single story, enabling them to decide for themselves what they want to believe. If you have two major news channels with polar opposite political views, there's almost never anything in between but a "them or us" narrative. But the need for updating our world perception through news isn't the only thing we have in common with previous generations. It is also relaxation. Whether it's watching full-length movies, binge-watching a whole season of a series or scrolling through apps for 2 hours straight, it helps us to unwind and maybe even

forget about our worries, at least until the end credits roll. It makes the uncomfortable thoughts and emotions go away and keeps your mind busy with easy-to-digest, not always meaningful content. Especially when fast-paced, videos can help you distract yourself (or just distract you, even if it's not desirable) with minimum or no effort on your part. With the skyrocketing proportion of depressed and anxious individuals, it is no wonder that social media apps based on the "infinite scroll" are so commonly overused and spent long hours on in search of the longed-for catharsis. It's nowhere to be found, though, and certainly not on any screen.

Dopamine, reward system, and ADHD

The four horsemen of a happy brain are oxytocin – the "love and cuddles" hormone, serotonin – the blood and mood regulation hormone, endorphin – the exercise, laughing, pain-killing hormone, and dopamine – the hormone maintaining our reward system. This is, of course, a simplified overview. The **reward system** (the mesocorticolimbic circuit) is a complex group of neural structures responsible for positive emotions and two imperative cognitive processes: **associative learning**, as seen in classical conditioning, which connects previously neutral stimuli, and **incentive salience**, which directs our desires and appetitive behaviours. According to Wikipedia, which nicely summarises its function: "The reward system motivates animals to approach stimuli or engage in behaviour that increases fitness (sex, energy-dense foods, etc.). Survival for most animal species depends upon maximising contact with beneficial stimuli and minimising contact with harmful stimuli. Reward cognition serves to increase the likelihood of survival and reproduction (...)". This whole process elicits positive emotions – it feels good to speak simply. It is activated when we eat, sleep well, get attention or affection and so on. In drug addiction, certain substances over-activate the reward circuit, leading to compulsive substance-seeking behaviour, but it is not limited to narcotics. Any addiction, in fact, is associated with a disordered function of this brain structure. Social media are not exempt from this and may cause you to get addicted.

In consequence, what you crave and seek is videos or posts. As I said earlier, most social media now function on an infinite scroll scheme as well as rapid, colourful and satisfying content. It is designed to entertain you quickly and powerfully, with no breaks included. Your brain is bombarded with short-form content that works like constant "dopamine shots". Because what you watch is precisely customised to be maximally rewarding, your dopamine secretion increases, and you feel good. Apps condition you to crave this form of entertainment over any other, more demanding medium.

Photo by Amanda Vick on Unsplash

This brings us seamlessly to a peculiar phenomenon observed among TikTok users – an ADHD wave. Suddenly, many videos regarding alleged ADHD symptoms, which were sometimes incredibly bizarre and sometimes actually true, started going viral (becoming very popular in the short term). Hundreds of thousands of people who somewhat related to said symptoms and behaviours began to suspect they may be on the neurodivergent spectrum. There was a time when most of my friends were worried about ADHD despite previously having no history of such problems, at least not to such an extent. I admit I began to think that myself. So many creators indirectly diagnosed me through examples I observed in my life that it was truly difficult to navigate through that sudden "realisation" period. With time, I started realising that something much more complex and much less mysterious was probably happening on social media. We have become globally and deeply conditioned to consume short-form entertainment to the point of being unable to fully engage in any longer type of activity. Not while being mentally and cognitively present the whole time. I remember devouring whole books in one sitting, watching long films in the cinema, craving more to watch, and watching entire series of Barbie movies one by one, but suddenly, as I grew up, I became unable to sit through a 20-minute YouTube video. Literature became torture, and cinema disappeared from my interests for a good while. This is an experience shared by millions of people, especially young adults who got sucked into the social media void. While I don't want to deny anybody their problems, it is very hard to believe that we all suddenly "caught" Attention Deficit and Hyperactivity Disorder as if it were a contagious disease. The reason it causes similar symptoms to ADHD is because, in both cases, dopamine flow is distorted, and the reward system functions improperly. The good news is you probably don't need to worry about pharmacological therapy and diagnosis, and you can probably still read that book from cover to cover. However, the bad news is that as long as you watch TikTok or Instagram for hours every day, it won't happen on its own, and it is incredibly difficult to stop. You may be battling a real addiction, and in that case, some form of therapy may be invaluable. The most important part is to recognise your situation and reach out for a helping hand if needed.

Photo by Hiki App on Unsplash

Photo by Debbie Widjaja on Unsplash

Your personal not-so-secret "FBI agents"

We now drift away a little from the foregoing aspects, but it is important to understand social media and internet practices holistically. This whole topic could not be fully covered without mentioning the infamous "cookies" you encounter on every website these days. Cookies are simple text files stored on a computer's hard drive that gather information about the user's web browsing experience: what you search for, what websites you visit and so on, helping every website you "let into" your cookie file to better personalise what you later see. It may seem useful at first and uncomfortable at the same time. Both perspectives are probably adequate. Yes, it may make your web use more convenient since everything you could search for is already there, waiting for you to click it. Websites gather information about you to customise every single ad you encounter and suggest things that you would actually want to buy. It can be invaluable at times when you need to find relevant products quickly, especially those similar to ones you have previously viewed, thus significantly shortening the time you ought to spend browsing the web. However, in exchange for this convenience, you give away your private data and grant limited access to your device's drive. Websites can make their presence known through cookies the same way you sign a guestbook at a wedding. Just as you can flip through the book to see who has already signed it, servers do exactly the same with the information stored in that file. And what is possibly even more disturbing is that they share (or sell) that data with hundreds of "vendors" associated with the website. Sometimes, websites let you decide which part of your cookie file you want to share, often indicating the purpose. They cleverly suggest that some "vendors" want your information for a "legitimate interest". What they legally mean is that these Cookie data are "necessary" for the website to function properly for you. We all understand, though, that having 60 or more "legitimate interest vendors" is hardly needed to run a website. ACTUALLY, you can't opt out of necessary information (as observed on microsoft.com, for example, which tells you that your choice only applies to optional cookies). If you somehow manage to opt out, the server will either restrict access to most features from you or deny you entry, which is usually prevented in advance.

In the beginning, I mentioned you may truly be listened to, and I was not exaggerating. If you agree to use any voice assistant on your devices, such as Siri or Google Assistant, think about how you actually use it. You don't usually summon Siri by opening a dedicated app or settings or clicking a button. You speak to your phone, and the phone responds. There is no way for any device to predict you will say something other than carefully listening for a specific command. Yes, this means your phone is always listening for certain trigger words. When it hears them, it processes your voice request. Apple claims that very little data is actually saved on their servers, except for your previously spoken prompts. The same goes for Google, but we don't actually know for sure what happens with audio information before the command is used. I wouldn't jump to conclusions, though. For the companies, most of the data is probably considered garbage anyway and treated the same way – deleted.

Protection

My general advice to protect your privacy would be to take your time on every website that asks you for access to cookies and opt out of every single one you can. Sometimes, you will even be told how many third-party companies would receive your data if you actually agreed, and they often come in hundreds. There were days when cookie pop-up wasn't even required, and servers were boldly and discreetly stealing access on their own. So, let's embrace this sort of transparency and agency given to us and use it wisely to our advantage. As for voice assistants, the choice is yours: you can either allow your phone to listen all the time and continue to use this feature, or you can choose to deactivate it, even if none of the data is stored or used. If you prefer the latter option, here is a step-by-step guide on how to turn it off.

- To turn off Ask Siri, go to Settings > Siri & Search > "Listen for" and tap to turn off "Listen for", and Settings > Siri & Search, and tap to turn off "Press Home for Siri" or "Press Side Button for Siri".
- To turn off Hey Google, open assistant app > tap on initials or your profile picture at top right corner > "Hey Google & Voice match" > Turn off the toggle button for Hey Google.

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Ending note

Firstly, please keep in mind that this article has no intention of scaring anybody into throwing away their devices and putting on a tinfoil hat, but rather to encourage a greater awareness of your internet presence and implications of agreeing to various terms, including cookies, licences, privacy policies, etc. Most importantly, it tries to help you understand how social media has become so effective in keeping us captivated and coming back every time and how that may affect us. It is nearly impossible and unnecessary to entirely wipe yourself out from all forms of online media. They are not evil to the core; in fact, they serve some important purposes, such as providing a replacement form of connection, accessible and free entertainment and serving as a source of global news. It is probably boring to hear this over and over again, but unfortunately, it is true: everything should be consumed in moderation. Dose makes the poison, and when you get poisoned, healing can be long and unpleasant. Therefore, it's undeniably better to be safe than sorry and take precautions. This can be something as simple as setting a screen time limit and consciously choosing activities like reading or going for a walk over TikTok.

Glossary

align (with) – to be in harmony with
alleged – believed to be true, but not proved
attention span – the length of time a person can concentrate on a task or activity
cave – isolate oneself in one's world, prioritising one's needs or interests over those of others
close-knit – (of a group of people) having strong relationships with each other
contagious – (of a disease) spread from one person to another, usually by direct contact
crave – to have a strong desire for something
customise – modify to suit a particular individual or task
disparity – a noticeable difference
distorted – altered from natural or normal state, shape, or condition
elicit – to draw out a reaction, response or information from someone
exempt (from) – free from an obligation, duty, or requirement
foregoing – referring to something previously mentioned
implications – the possible consequences or effects of something
like-minded – having similar opinions, attitudes, or interests
longing (for) – a feeling of wanting something or someone very much
necessitate – to make something necessary
put on a tinfoil hat – believing in strange or unlikely ideas
restrict – to limit or control something
tailored (to) – adapted to suit a particular individual, purpose, task, or situation
void – a state of emptiness or absence
wither – to dry up or fade away

Do I Buy What I Want or Does It Buy Me?

By Patrycja Skowrońska
A member of the Business Psychology Student Club at SWPS University

You may be wondering what psychology can bring to the world of business. I will tell you much more than you would expect!

Psychology plays a crucial role in marketing, as it helps understand consumer behaviour and influences the effectiveness of advertising and sales strategies. One of the most important topics in business psychology is Robert Cialdini's principle of social influence, which describes the mechanisms through which people make decisions and change their behaviours.

According to Cialdini's theory, several techniques can be used in marketing to increase the effectiveness of communication with customers and encourage them to purchase a product or service. One of these techniques is **social proof**, which involves using other people's opinions to convince potential customers to purchase or use a service. People often conform to the actions of others, a phenomenon known as conformity, so presenting positive opinions of other customers can be an effective marketing tool. An example of applying this technique is the legendary slogan of the "Mamba" gum advertisement: "Everyone has Mamba, and so do I." Despite the popularity of the slogan, not everyone realises that this seemingly simple phrase hides a psychological tactic. By using this catchy slogan, the producer suggests that everyone is reaching for "Mamba", and since everyone has it, you should too (after all, you don't want to be the only one who doesn't have it) – a clever move, isn't it?

Another important technique from the principles of social influence is **the rule of commitment and consistency**. People follow others because they want to maintain consistency in their actions. Therefore, encouraging customers, step by step, towards a product can make them more likely to make a purchase.

This technique can be used by offering free samples, consultations, or discounts that encourage customers to purchase. Loyalty programmes are also commonly used tricks based on this principle, such as those in coffee shops where every 10th stamp earns you a free coffee. How many times have you collected stamps for a particular coffee shop? I think it happened a few times, right?

Another social influence technique is **the liking rule**, which states that what is popular and socially accepted is more attractive to people. Marketers apply this rule in practice by inviting influencers to advertising campaigns – why do they do this? Because influencers can influence the purchasing decisions of their followers. An example could be the 2021 campaign featuring a popular rapper – Mata, in a McDonald's commercial. Thanks to the artist's involvement in the advertisement, the campaign received widespread attention (85% of people between the ages of 18 and 24 heard about it), and McDonald's exceeded its target by 47 percentage points.

Similar, although not the same, is **the authority rule**, which is based on trust in a person recognised as an expert in a particular field. Advertisers often use this rule, using authorities to promote their products or services. An example could be a television advertisement featuring a doctor discussing the health benefits of a particular dietary supplement.

The reciprocity rule states that people are more willing to buy products from a company when they have previously received a favour from it. In advertising, this technique is often used to offer bonuses to customers. An example of an advertisement that uses the reciprocity rule is a recent campaign in Warsaw by the company Ben & Jerry's, where taking a photo could earn you a free pack of ice cream.

The last rule, **the scarcity rule**, states that people are more willing to expend effort or money to acquire something limited in quantity or time. The scarcity principle can be used in advertising by offering limited edition products or temporary promotions. An interesting application of this rule in business is evident in all kinds of limited clothing "drops" or in the popularity of drinks like the "Unicorn Frappucino" in 2017. The drink was only available at Starbucks for five days. During that time, almost 180,000 pictures of this product appeared on Instagram, and people stood in line for the frappuccino.

Now you can see how psychology influences business. How many of these marketing tactics were you unaware of?

It is worth keeping them in mind because, in practice, the principle of social influence can be used in various marketing fields, from television commercials to internet campaigns. However, it is crucial to maintain authenticity in communication with customers and care for their needs and expectations. As Cialdini emphasises, "In sales and marketing, transparency, honesty, and authenticity are key elements in building trust and customer loyalty."

Business psychology and Robert Cialdini's principle of social influence are extremely important in marketing (and business) because they allow for a deeper understanding of consumer behaviour, better communication, and a more effective impact on their choices. Thanks to them, effective advertising and sales strategies can be developed, contributing to the company's sales and profits.

The Unicorn Frappuccino [1]

Photo by Diego PH on Unsplash
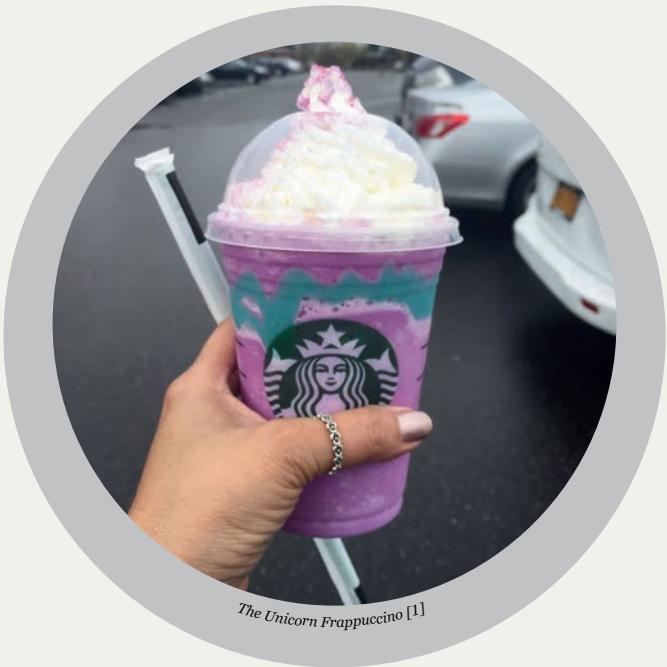
Glossary

catchy – something that's easy to remember and grabs your attention
conform – to behave according to socially accepted standards or rules
consistency – the state of always happening or behaving in the same way
exceed – to be greater (in quantity or degree), to go beyond the limit
limited drops – releasing a product in limited quantities, usually for a brief period, to create excitement and demand
purchasing decision – choosing what to buy based on one's needs and preferences
reciprocity – the practice of exchanging things with other people for mutual benefit
scarcity – when there's not enough of something to go around

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Interview

with Marek Rostocki, Editor-in-Chief at Poltext and MT Biznes

by Jan Wolicki

Mr Marek Rostocki

Business is business. Everybody has heard that expression, and everybody knows what it means. But even if it is just business, it is still managed by people and created by people. This means that people in business have similar needs, lives, and ways of bettering themselves. Well, one way to better oneself is by gaining and applying knowledge; as is commonly known, knowledge often comes from books. So, I had a unique opportunity to speak with someone who knows more about business books, knowledge, and market tendencies than most people you will ever meet: Mr. Marek Rostocki, Editor-in-Chief at Poltext and a book reviewer at MT Biznes. He is a fascinating man with ta bit of an unconventional background for a book specialist Marek Rostocki comes from the provinces and was considered mathematically gifted. When he was in secondary school, there was a strong interest in

computers in Poland. He completed his studies in electronics and, during his time at university, wrote for the weekly magazine "Politechnik" published by the Warsaw University of Technology. Later, he joined a,research institute and continued writing. Eventually, he ended up working for the weekly magazine "Przegląd Techniczny Innowacje", and then moved to "Polityka". Marek Roctocki received a Fulbright scholarship and went to study journalism and social communication at the University of Minnesota, ultimately earning his MBA. After that, he emigrated to Canada for some time. When he returned to Poland, he realised that books were his true passion, leading him to a career in the publishing industry. It's quite a remarkable story.

The interview was shortened, and only a portion is presented. I extracted the most fascinating parts that I believe you will find equally fascinating.

Jan Wolicki: Are business books a business?

Marek Rostocki: Of course. Speaking with absolute seriousness, if you're not making a profit year after year while running a business, if you're not building capital, at some point, you'll run out of money, and the fun ends. But that's not the point.

JW: What about the selection process? I've come across the belief that if you're writing anything, it's either all or nothing, either a great success or nothing at all.

MR: Market reacts to books in various ways. Some books achieve immediate success but then quickly disappear — these are seasonal hits. Others enter the market slowly, gradually pick up speed, and after a year or two, find their readers as the market matures. Many books fall somewhere in between, selling at an average pace and maintaining a steady clientele.

We know that self-help books are popular. An experienced publisher might look at this with a bit of disdain because they would like to publish something

better, more ambitious. But people want to read Brian Tracy. A reasonable businessman will wonder why. People seek information – that's what books are for. One person wants to become a good salesperson, another was just promoted to manager yesterday and now doesn't know what to do with it. Someone might recognise that they are good at something but are shy and have trouble communicating. A sensible author might say, okay, if you have a problem with verbal communication, use non-verbal communication, for example, email. I can guarantee that if they have good thoughts and ideas, someone will notice them. Because despite what is said about business, in business, there are clear-headed, resourceful people who act rationally. It's about results, after all. You are either profitable or not. One can wonder whether Professor X's book is interesting, but so what, does it sell? We publish self-help books, but we strive to ensure they are wise and refined books.

JW: How would you categorise the most important problems and answers, ideas, and topics in books that business people look for?

MR: Books on leadership still sell well. There is something magical in it. For example, Eisenhower, a man whom I admire. He had that something. A good president, a phenomenal military manager. People are intrigued by this magic.

Organisational culture. It excites people. Relations between employees and superiors vary in Polish companies. One of our absolute bestsellers is *Getting Along How to Work with Anyone (Even Difficult People)*. It is excellently written and addresses important issues. Toxic people are among us and firing them would often be disadvantageous because they can be excellent professionals. You have to build relationships with them somehow. Another bestseller from Mrs. Kim Scott: *Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity*.

There is a big problem in organisations and businesses; well, bosses are different. But they are still bosses, and you have to understand them, get along with them. One of the best solutions, taught and sold by Harvard as a case study, is this: read your boss's mind. If you are dealing with a person who values big ideas and thinks on a big scale, speak their language; if, on the other hand, you are dealing with a boss who values numbers, go to them with Excel, but God forbid, avoid proposing big ideas. You have to learn to decode different languages of communication because you have to communicate, and we all have bosses, and you have to know how to talk to them.

Another topic. Creativity vs. structures and procedures. Behind this lies an incredibly complex reality. It is known that depending on the business, different levels of creativity are needed. If you produce cars, procedures will be eassential here. However, more and more businesses have a creative character. On the other hand, the larger the company, the more procedures and structures are needed for its existence. How do we reconcile one with the other? Those books try to answer just that.

Next, individualism vs. group. We don't want to limit people, but at the same time, we want them to act in a group.

Another topic that books sell well about is communication. Young people in business, for example, have a big problem with effective communication; they cannot formulate the problem and then the solution concisely and precisely in a few sentences. They lack appropriate vocabulary, for example, so they reach for books on this topic. We are not talking, of course, about things like body language, etc. We are talking about a real problem in communication.

Photo by Andrew Valdivia on Unsplash

A new concept has also emerged these days: career management. There was no such thing in the past, but now you have to choose whether to pursue a career as a specialist or a manager. These are drastically different career paths. The business sector greatly appreciates those who are not from technical or business studies but from humanities studies because they are highly flexible individuals with broad horizons. They understand what cultural code is, social problems, soft management, etc.

Last but not least, books about AI, or artificial intelligence. We collaborate with Koźmiński University, and recently, we have published a book written by two young scholars from this university that we thought would be an academic book. In fact, copies of this book fly off the shelves. AI is a big subject.

In general, management is a funny thing. I once spoke with Professor Andrzej K. Koźmiński, and we concluded that, in fact, all management techniques, if applied diligently, could be taught to students in a year. However, everything becomes complicated because there is a human presence in every aspect of business: the customer – a human, the competition – human, the organisation itself – human.

JW: What are your thoughts on the principles of publishing? What should you and what you shouldn't you print?

MR: There's a sacred principle in the publishing industry – don't publish what interests you. Some may argue, "But publish what interests you because you're knowledgeable and can choose what's good." However, despite contradicting this principle in a moment, it's actually a very good rule. Publish what people buy and want to read. Because the book business, like any other, is primarily a business. It's an intellectual and exciting pursuit dealing with human thought in its broadest sense. But at the same time, it's a business. What is produced must be sold. Therefore, one must be cautious Personally, I'm fascinated by Albert Einstein and have a collection of works both by him and about him. However, I don't publish books about him because they wouldn't sell. Although, again, you never know. I'm also interested in the history of science. Some years ago I published the book titled *Alfred Tarski, Life and Logic.* This is a superbly written and extensive biography of this Polish mathematician. He left in '39 for a conference in America and never returned. He's considered the founder of the American school of logic. The cover features a portrait of Tarski painted by Witkacy. The book sold excellently. It has everything: science, political and romantic relationships, dramas – he left his children and wife in Warsaw. They survived in the Warsaw Ghetto, then he brought them to America. A brilliant read.

Our problem as publishers is a huge supply in the global market, especially in English-language literature, American and British. German business literature, although very good, hasn't caught on in the Polish market, and nobody knows why. Perhaps because German business books are somewhat dull in their own way. American ones are fascinating. The biography of Steve Jobs, Jack Welch, Bill Gates. That's what moves people. Big money, big careers, big events, everything. Destruction, genius, creativity, life. In comparison, German books lack this all. For example, the founder of Rossmann published his book. Oh, how boring it is. Although he created a huge, successful business, his autobiography is dull as dishwater.

JW: Who writes business books?

MR: Books are written by three categories of authors. The first are academic authors. Some are excellent, while others are boring. Some can convey their knowledge in an understandable way, like Jim Collins, an American professor and bestselling author. He founded a consulting firm and so forth. He has immense knowledge and knows how to communicate it. Managers in Poland love his books. They help understand the world in which they operate. The second category consists of people from reputable consulting firms – individuals who excellently combine extensive theoretical knowledge with practice. Then we have people like Brian Tracy. He started as a dishwasher, moved into sales, did very well, founded a company, moved from Canada to California, and is a speaker and author of over 70 books today. He doesn't engage in cheap propaganda or promise immediate luxury and happiness. He says that business is hard work. If you want success, you can achieve it, but you must put in a lot of effort, wake up early, eat properly, and know what you're doing and why you're doing it.

JW: What are, in your opinion, the most important changes in the book market?

MR: An interesting situation has emerged in the reading market: a change in form. Readers no longer prefer long formats. Short is better, dynamic. And that's what the reader expects. One should now avoid compound-complex sentences. Everyone, including myself, is now shaped by digitalisation and short forms. There's an abundance of new information, and we all fall victim to this phenomenon. Marshal McLuhan said that television is "chewing gum for the eyes". Today, we have a new chewing gum.

JW: With nicotine?

MR: Not only. The way information is perceived has changed over time.

No business book is the same. Books are a business, and business people also need advice. While I feel a bit sad writing this conclusion because Mr Rostocki shared much more than I could capture, I hope the interview has at least given you something to think about. With its help, I aimed to reveal a bit of the mystery behind both books and business.

Photo by Clay Banks on Unsplash
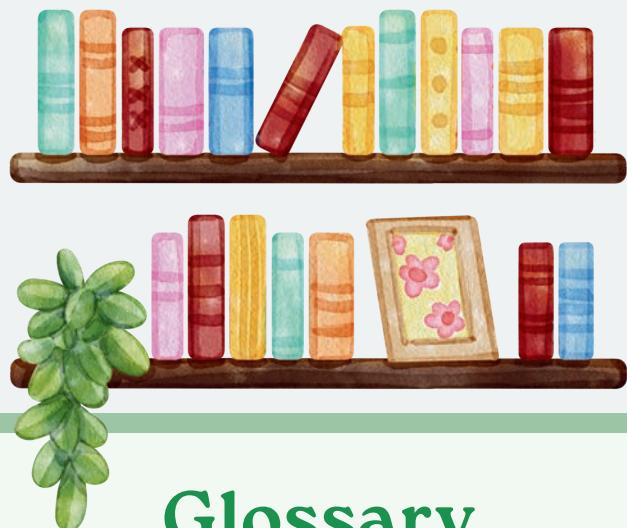
Glossary

strive – to try hard to achieve something
**refined** – tasteful
subordinate – someone who works under someone else, lower in rank or position
reconcile – to bring two opposed situations, facts or beliefs into harmony or accord
concisely – in a short and clear way
soft management – a management style that focuses on kindness and support towards employees
abundance – a large amount of something
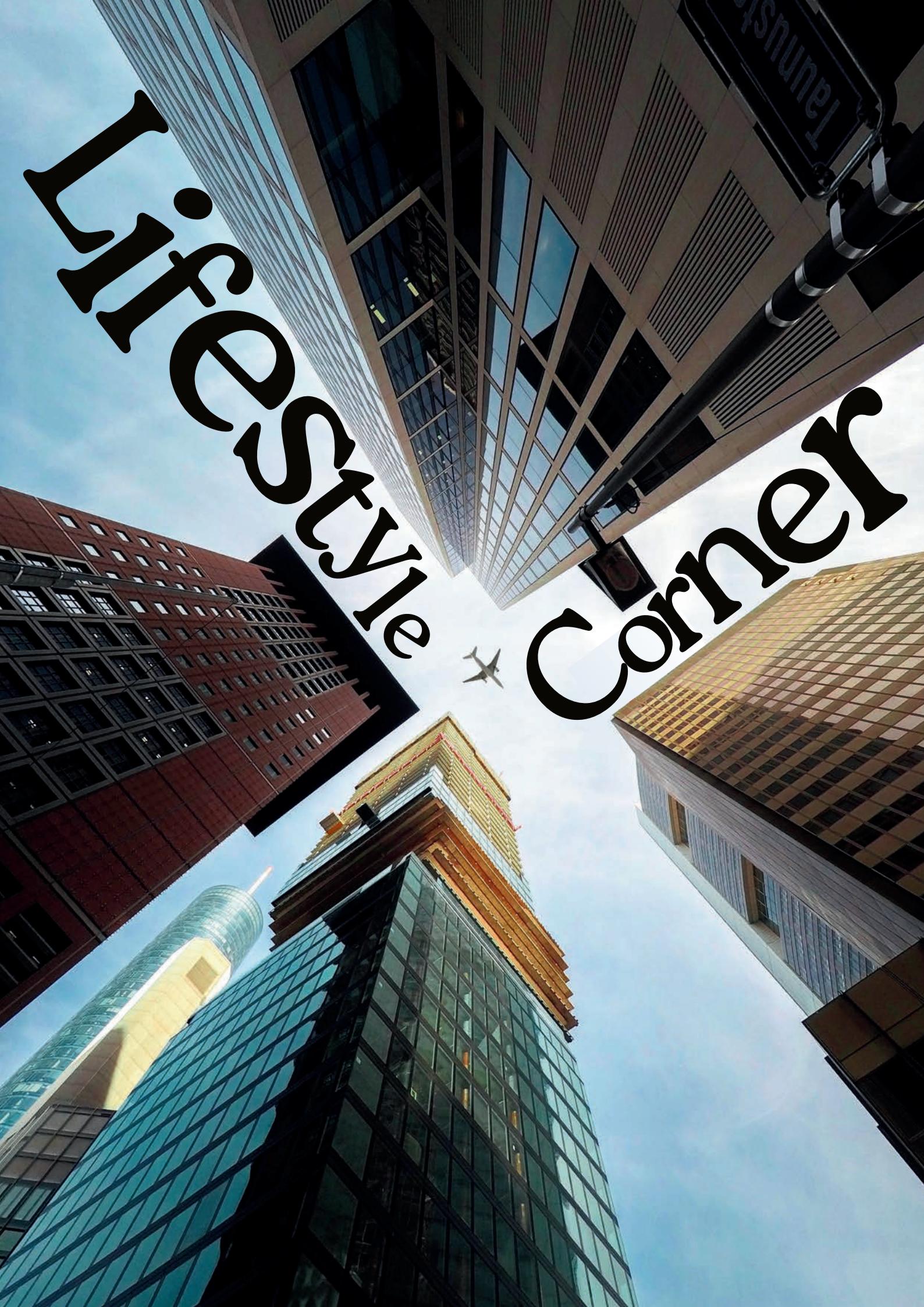
Lifestyle Corner

BRANDS
that Got it Wrong

Yesterday, as I was strolling down a street in Berlin, I stumbled upon a Dunkin' Donuts restaurant. It brought back a funny feeling of familiarity, a touch of nostalgia and indignation at the same time. Years ago, Dunkin' Donuts ran a chain of outlets in Poland, including a few in Warsaw alone, but American donuts didn't catch on. Why does the company still thrive in Germany but closed its doors in Poland long ago? You don't carry coals to Newcastle, that is why. No one in their right mind tries to enter the market with disappointing, play-dough-like pastry when it is already saturated with delicious traditional Polish donuts. The Dunkin' Donuts case got me thinking: what other products have failed due to a bad decision made by a brand? The list is long and all over the place. Take the infamous "BIC for Her pens", for example, a new line of pens designed specifically for women, complete with pretty "lady" colours like pink and purple. And to think that women had been using men's pens all this time! "Ask your husband for some extra pocket money so you can buy one today!" reads one hilarious review on Amazon. What became of the "for Her" pens, you might ask? Understandably, BIC tucked its tail between its legs and discontinued the product.

Another notable failure was made by Gerber when, after years of operating in the baby-food business, decided to diversify by offering something for adults as well. Single adults, that is, who didn't want or couldn't cook. It seemed like a logical move at first. After all, many people occasionally order food or buy takeout. However, the idea of eating food out of a small jar with a spoon, just like a baby, wasn't particularly appealing to most adults. Eating convenient food at home is one thing, and eating jarred meals in a baby-like fashion is another. Even singles with little or no cooking skills held higher expectations.

These failures highlight the importance of understanding consumer preferences, cultural and psychological factors when introducing new products or breaking into new markets. Everyone makes mistakes, even costly ones, but a team of marketing professionals should know better.

AT

Pun Please

HA HA HA!

I asked my therapist to validate my parking. She told me I did a great job.

"Why did the scarecrow become a successful manager?"

"Because he was outstanding in his field."

Whimsical LANGUAGE

Idioms

Back to the drawing board
To start something again from the beginning because it's not working as you would have liked or expected.

To cut corners
To do things most quickly and cheaply to save time and money but often compromising quality and bending the rules.

Game plan
A strategy or plan for achieving success.
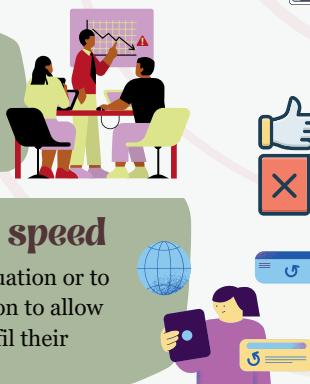
To get someone up to speed
To update someone on the current situation or to give them all the necessary information to allow them to complete their task or fulfil their mission.

Not going to fly
Something isn't expected to work out.

Put the cart before the horse
To do or to think about things in the wrong order.

Red tape
Official rules and processes that seem excessive and unnecessary.

Safe bet
Something that is certain to happen.

Proverbs

Don't put too many irons in the fire
Don't try to do too many things at the same time; focus on one thing at a time.

Hope for the best, prepare for the worst
In any situation, be optimistic about the result, but always be ready for the worst outcome.

If it ain't broke, don't fix it
If something is already working well, don't try to change it or improve it.

There is no such thing as a free lunch
Nothing is free. Even the things that are free have a hidden cost.

Many hands make light work
It doesn't seem so difficult when many people work together to accomplish a difficult task.

Culture Club

"The Big Short"

What? Steve Carell has starred in something other than *The Office*? Well, yeah, and he has made quite a few interesting, mostly good choices. But the film that Adam McKay gave us in 2015 is quite something. *The Big Short* is a comedy-drama about business (I know that when you think of business, *The Wolf of Wall Street* comes to mind). But hold your horses. This is not all unicorns and rainbows. It is about the financial crisis of 2007-2008, especially the fall of the real estate market.

The film is incredibly dynamic. The director doesn't want us to look away even for a minute, and you should not, or you will miss something crucial. At first, I thought the fast pace was the stylistic choice, but then I analysed the story's trajectory and realised something. It is more than dynamic; it is unbelievably fast – the money, the decisions, everything. And there is a reason for this – the filmmakers want us to think on our feet to keep up with it. Because this is business, and this film is like a business. Fast thinking, big decisions, lots of money, and the constant uncertainty of what will happen next.

It is just well played. You see actors that you don't expect in a film about an economic crisis, like Christian Bale, Ryan Gosling, or Brad Pitt (he was in *Moneyball*, I know, but it is still unusual).

I highly recommend *The Big Short* but don't watch it if you are tired. You need to be well-rested to fully grasp its fast-paced plot.

By Jan Wolicki

"Quiet"

The Power of Introverts in a World That Can't Stop Talking

"There's zero correlation between being the best talker and having the best ideas" is a quote from Susan Cain's book, *Quiet: The Power of Introverts in a World That Can't Stop Talking*. I usually find such "wise" dictums untrustworthy, especially when they promote a psychological book, and simply out of spite, I avoid the book, even if it's about something interesting. Maybe because it was recommended to me by someone I look up to, or maybe because I think the world is dominated by people who talk so much yet say so little, I decided to temporarily relinquish my habit and give the book a try.

I finished it in two days – it's written lightly and in an approachable way – and I found it quite intriguing. At first, the impression wasn't very good; I expected the book to be less soothing for introverts, but when the author started to describe how the Industrial Revolution and the new consumer society had made traditional values like humidity, humbleness, moderation and gentleness fall out of fashion I really sank in. Apart from the historical thread, there is a "therapeutic" one – Susan Cain wants to calm down all the introverts and show them there is nothing wrong with the fact that they feel better alone and that they don't chase popularity. She uses facts, statistics, her own studies and some historical examples to say that introverts are not worse than extroverts and that introverts who became successful didn't do it despite their introversion but due to it. She does it very convincingly and in a great style, but after some time, I grew tired of the author reassuring her introverted readers that they're fine the way they are, although it might be because I don't need comforting, judging by the reviews on the Internet people actually appreciate this thread as well.

Despite its drawbacks, I recommend the book – the historical thread is fascinating, and you may like the psychological one. You should find out yourself!

By Kazimierz Kwiatek

Adviser Corner

Six business-related jobs you can pursue after graduating psychology

1. Human Resources

HR officers are involved in a range of activities, whatever the size or type of business. These cover areas such as conditions of employment, equality and diversity, negotiation with external work-related agencies, pay and rewards, recruitment and retention and working practices.

2. Marketing

Marketing psychologists work to understand and predict what people think and how they purchase goods and services. The field offers many career paths. Marketing psychology professionals work in a variety of settings, including research labs, corporations, universities and government agencies.

3. Coaching

This job involves mentoring others to assist them with improving their current position in their lives and careers. The key focus is to provide support and guidance to people who want to make headway in their lives and are unsure how to do it. As a motivational coach, you will help them build a path with a solid plan and work with them to achieve their goals.

4. Sales

Sales psychology plays a vital role in overcoming objections and closing deals. Through a deep understanding of consumer psychology, salespeople can anticipate and address concerns proactively. This includes identifying common objections and preparing informed responses to smooth the path to a sale. The ability to empathise with clients, manage their emotions, and establish genuine connections may also prove handy in navigating complex sales situations and responding to customers' unspoken needs.

5. Training manager

The primary duty of a Training Manager is to create strategies to improve the skills, productivity, quality of work, and performance of employees. Additionally, they are responsible for equipping leaders with the necessary leadership skills and knowledge to effectively guide their teams and drive organisational success.

6. Mental Health Counsellor

Mental health counsellors advise and are responsible for diagnosing, treating, and providing support to help clients with cognitive, behavioural, and emotional disorders. These professionals use multiple forms of counselling and therapy to tailor their approach to meet each client's unique needs.

by Martyna Lekan

Language Exercises

Exercise 1.
Guess the idioms and proverbs based on the given images.
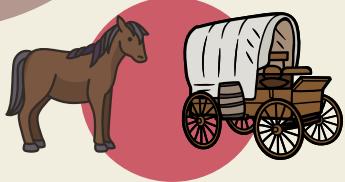
1. ....
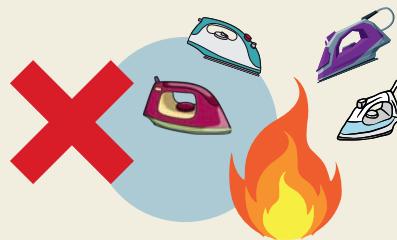
2. ....
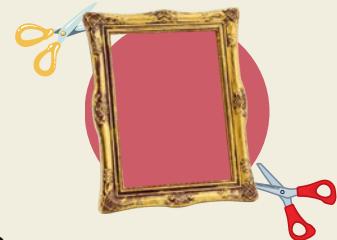
3. ....

4. ....

5. ....
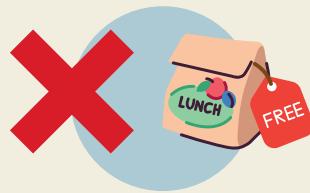
6. ....

Exercise 2.
Match words from both columns to create correct expressions. Make any changes if needed.

A

catchy

pitch

evoke

crave

personalised

indulge

B

in a product

success

a product

ads

memories

slogan

1. Many business owners _____ and are ready to take considerable risks to achieve their goals.
2. The mayonnaise ad _____ of my childhood when my grandma used a similar product to make a delicious vegetable salad.
3. The commercial has a(n) _____ and jingle that makes me want to buy the lemonade and taste it right away.
4. As a sales representative, I _____ to potential clients by praising its features and benefits.
5. Yesterday, I noticed _____ for sneakers on my computer that perfectly matched my search history.
6. After a busy day at work, I decided to _____ in an expensive skincare _____ to reward myself.

Exercise 3.
Complete the sentences below by using the appropriate adjectives from the list provided.

detrimental   personalised   chronic   thriving   limited   scarce

1. Despite digitalisation, the traditional paper book market is still _____.
2. Acess to safe water is a big problem everywhere, particularly in developing countries where drinkable water is _____.
3. Recent changes in the company's policy, such as junk contracts and mass layoffs, may have a _____ effect on our workforce morale.
4. At our travel agency, we make every effort to provide _____ services to fit our clients' diverse needs.
5. The public sector, particularly in education and healthcare, has been facing for years _____ underfunding.
6. Piled with beef, bacon, and cheese, the restaurant's _____ lumberjack burgers were quickly grabbed by hungry customers.

Exercise 4.

Complete the crossword puzzle using the provided clues. The solution is indicated by the numbers in the pink squares.
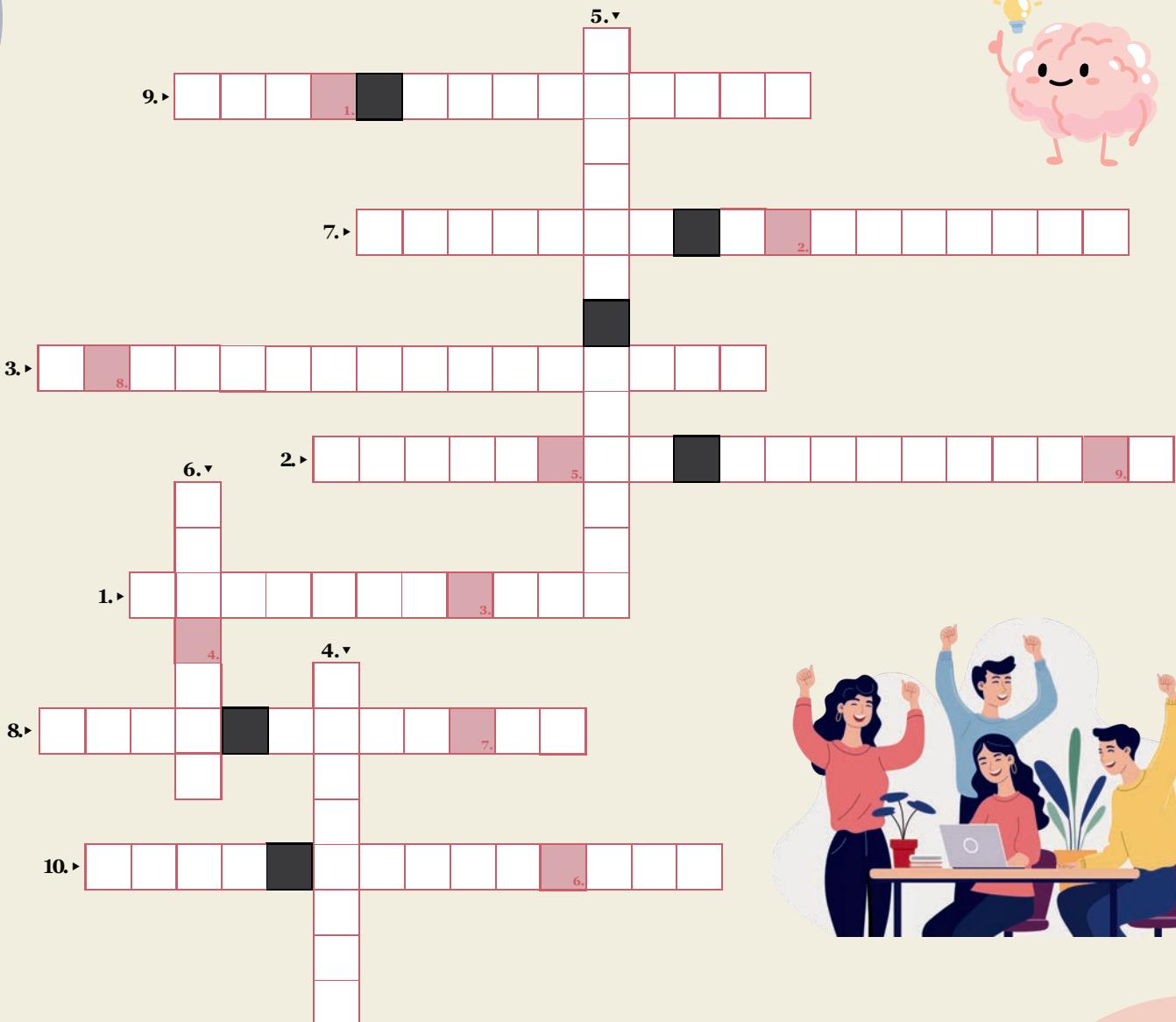
(crossword grid with numbered clues: 5.▾, 9.▸, 7.▸, 3.▸, 6.▾, 2.▸, 1.▸, 4.▾, 8.▸, 10.▸)

1. The situation where too much attention is given to buying and owning things, often things that are not really necessary.
2. Branch of psychology dedicated to the research of people and organisations.
3. The process of creating something new, such as a company or product.
4. The hormone maintaining our reward system.
5. A complex group of neural structures responsible for positive emotions and two imperative cognitive processes.
6. Simple text files stored on a computer's hard drive that gather information about the user's web browsing experience.
7. Businesses that involve selling products to family and friends and recruiting other people to do the same.
8. A form of manipulation involving the use of extravagant gestures and displays of affection very early in the relationship to gain power and control.
9. Pitching your idea to your family and the people you more or less know.
10. Pitching your idea to total strangers.

Solution

1.	2.	3.	4.	5.	6.	7.	8.	9.

Glossary

A Guide To Business Psychology

commodity – an economic good such as a raw material, agricultural or mining product

deadpan – showing no emotion or expression

fuelled – stimulated

menace – a threat or danger

resentment – indignation towards someone, often due to unfair treatment or a perceived wrong

unbiased – not favouring one side over another

Workaholism

compulsively – in a way that results from an irresistible urge

detrimental – causing harm or damage

incessantly – constantly

incidence – the frequency or rate at which something occurs

relapse – to return to a previous state after improvement or recovery

salience – the fact of being noticeable or important

Consumerism

avarice – extreme greed

barter – to exchange goods or services for other goods without using money

cater (to) – to provide what is wanted or needed

discard – to get rid of

evoke – to bring a feeling, a memory or an image into your mind

exploit – use unfairly

flourishing – growing strongly and vigorously

heighten – to increase

indulge (in) – to allow oneself to enjoy something which is considered luxurious or excessive.

premise – an idea or theory on which a statement or action is based

propel – to drive or push something forward

spending spree – a period of excessive spending

susceptible (to) – likely or prone to being affected by something

sustain – to cause or allow something to continue for a period of time

vile – bad or unpleasant

wash over – to affect someone suddenly and profoundly

Why Are We Still Building Pyramids?

ensnare – to catch in a trap from which there is no escape

higher-up – a person who holds a position of authority in an organisation

pitch (n) – a speech or presentation that tries to persuade someone to buy a product; **(v)** – to try to sell a product

vicious circle – a situation when one problem causes another problem that then makes the first problem worse

stumble (upon) – to find or discover something by chance

swarmed (by) – to be surrounded or overwhelmed by something

affection – a feeling of fondness, care, or love

The Psychology Behind Influencing

through thick and thin – staying loyal and supportive during both good and bad times

distinguish – to recognise differences between two or more things

following – a group of supporters or admirers

niche – a specialised segment of the market for a particular kind of product or service

customise – to modify something to suit the preferences of a particular individual

Women's Entrepreneurship

allocate – distribute for a particular purpose

display – show, exhibit

glass ceiling – an invisible barrier that prevents certain groups (e.g. women or minorities) from rising to higher positions in organisations

in decline – to grow smaller, diminish

listed company – a company whose shares can be traded on the stock market

novel – new, original

relegate – to assign (someone or something) to a lower position
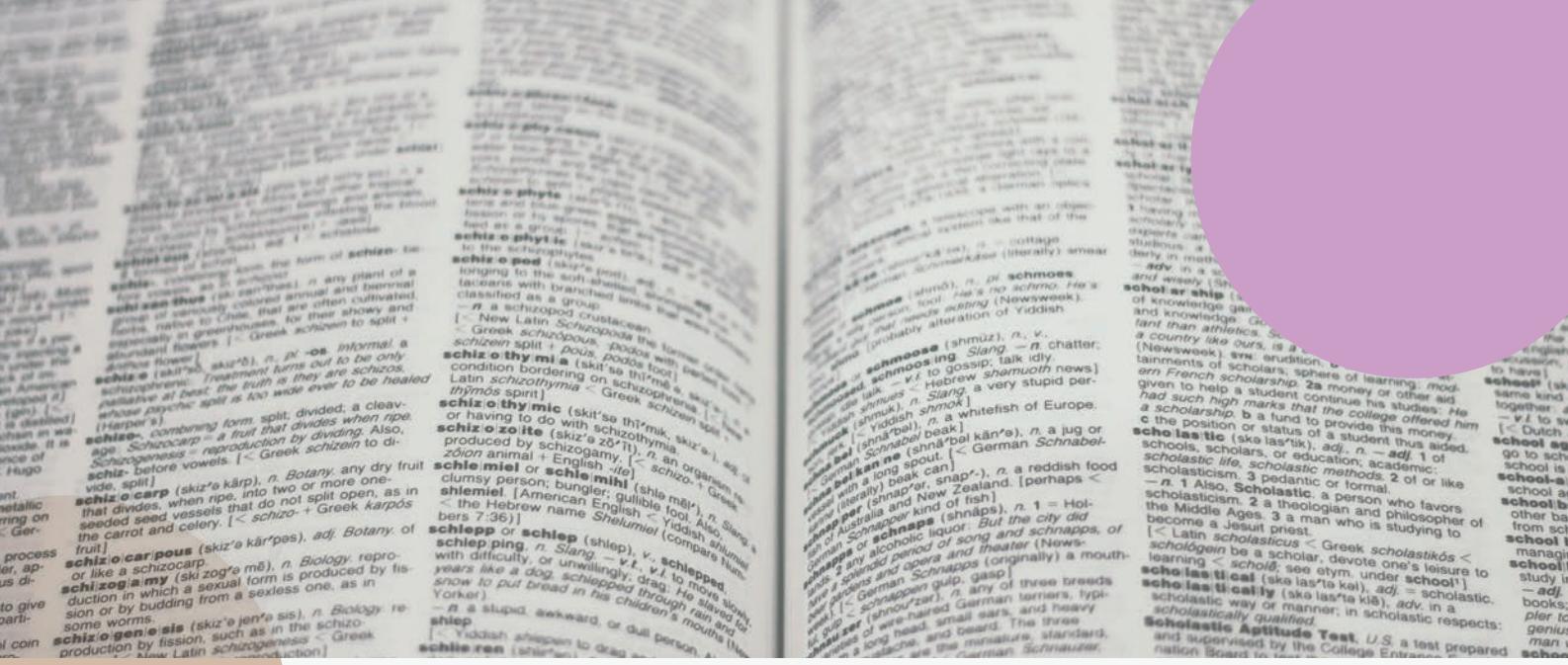
Burnout

alleviate – to ease or lessen a problem or pain

chronic – persisting over a long period of time

depletion – the reduction of something by a large amount

efficacy – effectiveness

foolproof – designed or arranged in a way that prevents mistakes or misuse

prone (to) – having a tendency or inclination towards something

Social Media Marketing

align (with) – to be in harmony with

alleged – believed to be true, but not proved

attention span – the length of time a person can concentrate on a task or activity

cave – isolate oneself in one's world, prioritising one's needs or interests over those of others

close-knit – (of a group of people) having strong relationships with each other

contagious – (of a disease) spread from one person to another, usually by direct contact

crave – to have a strong desire for something

customise – modify to suit a particular individual or task

disparity – a noticeable difference

distorted – altered from natural or normal state, shape, or condition

elicit – to draw out a reaction, response or information from someone

exempt (from) – free from an obligation, duty, or requirement

foregoing – referring to something previously mentioned

implications – the possible consequences or effects of something

like-minded – having similar opinions, attitudes, or interests

longing (for) – a feeling of wanting something or someone very much

necessitate – to make something necessary

put on a tinfoil hat – believing in strange or unlikely ideas

restrict – to limit or control something

tailored (to) – adapted to suit a particular individual, purpose, task, or situation

void – a state of emptiness or absence

wither – to dry up or fade away

Do I Buy What I Want or Does It Buy Me?

catchy – something that's easy to remember and grabs your attention

conform – to behave according to socially accepted standards or rules

consistency – the state of always happening or behaving in the same way

exceed – to be greater (in quantity or degree), to go beyond the limit

limited drops – releasing a product in limited quantities, usually for a brief period, to create excitement and demand

purchasing decision – choosing what to buy based on one's needs and preferences

reciprocity – the practice of exchanging things with other people for mutual benefit

scarcity – when there's not enough of something to go around

Interview

strive – to try hard to achieve something

refined – tasteful

subordinate – someone who works under someone else, lower in rank or position

reconcile – to bring two opposed situations, facts or beliefs into harmony or accord

concisely – in a short and clear way

soft management – a management style that focuses on kindness and support towards employees

abundance – a large amount of something

Last but not least...

Watch here!

TED

The problem with being "too nice" at work

Tessa West, September 2023

Are you "too nice" at work? Social psychologist Tessa West shares her research on how people attempt to mask anxiety with overly polite feedback — a practice that's more harmful than helpful — and gives three tips to swap generic, unhelpful observations with clear, consistent feedback, even when you feel awkward.

Linguistic Tidbit

Did you know that the practice of **branding** is as old as the hills? It goes back to ancient times with the word **brand** derived from Old Norsk where **brandr** meant **to burn**. It was a common practice for farmers to burn a mark on their cattle to show who they belonged to. Time has passed and with time marking livestock evolved to labeling products to show who made them and ensure good quality.

Did you know...

that the term **bookworm** originally referred to the larvae of certain insects, such as beetles or moths, which would bore through books, feeding on paper, glue, and bindings as well as mould or fungi on and inside the books? These pests were a problem for big libraries and private collectors alike because they could damage valuable books if not properly stored.

With time, nonetheless, the term **bookworm** has taken on a figurative meaning. Today, when you call somebody a **bookworm**, you suggest that he/she devours books metaphorically and just can't get enough of reading.

Answers to exercises

Exercise 1.
1. put the cart before the horse
2. don't put too many irons in the fire
3. cut corners
4. red tape
5. many hands make light work
6. there is no such thing as a free lunch

Exercise 2.
1. crave success
2. evokes memories
3. catchy slogan
4. pitch a product
5. personalised ads
6. indulge; product

Exercise 3.
1. thriving
2. scarce
3. detrimental
4. personalised
5. chronic
6. limited

Exercise 4.
1. consumerism
2. business psychology
3. entrepreneurship
4. dopamine
5. reward system

Solution: marketing

6. cookies
7. network marketing
8. love bombing
9. warm marketing
10. cold marketing

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